



United Nations  
Development Assistance Framework

**UNDAF Action Plan**

Republic of Maldives  
2011-2015





**United Nations Development Assistance Framework**  
**Action Plan**

**UNDAF ACTION PLAN 2011 – 2015**

**REPUBLIC OF MALDIVES**



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## Abbreviations and Acronyms

ACC	Anti- Corruption Commission	DHS	Demographic Health Survey
ADB	Asian Development Bank	DRC	Drug Rehabilitation centre
ADR	Alternative Dispute Resolution	DRR	Disaster Risk Reduction
AGO	Attorney General Office	DV	Domestic Violence
ASRH	Adolescent Sexual and Reproductive Health	EC	European Commission
AWP	Annual Work Plan	EDC	Educational Development Centre
BBS	Biological and Behavioural Survey	EMIS	Education Management Information System
BCC	Behavioural Change Communication	EMS	Emergency Medical Services
BDS	Business Development Service	EPA	Environment Protection Agency
CBO	Community Based Organisation	ESD	Education for Sustainable Development
CC	Climate Change	ESQID	Education Supervision and Quality Improvement Department
CCA	Common Country Assessment	ESS	Employment Services System
CCHDC	Centre for Community Health and Disease Control	FACE	Fund Authorization and Certificate of Expenditures
CEDAW	Convention on the Elimination of Discrimination against Women	FAO	Food and Agriculture Organization
CFPS	Child and Family Protection Services	FCPD	Family and Children Protection Department
CFS	Child Friendly School	FCSC	Family and Children Service Centers
CMDA	Capital Market Development Authority	FHS	Faculty of Health Sciences
CODC	Community Organization Development Council	FSM	Female Sex Workers
CPAP	Country Programme Action Plan	GEF	Global Environment Fund
CPI	Consumer Price Index	GESI	Gender Equality and Social Inclusion
CRC	Convention on the Rights of the Child	GESIRB	Gender Equality and Social Inclusion Responsive Budgeting
CRIS	Country Response Information System	GMS	Gender Mainstreaming
CS	Care Society	GoM	Government of Maldives
CSC	Civil Service Commission	GSHS	Global School Health Survey
CSO	Civil Society Organisations	HCFC	Hydro chlorofluorocarbons
CSR	Corporate Social Responsibility	HIES	Household Income and Expenditure Survey
CTCC	Correctional & Training Centre for Children	HIV/AIDS	Human Immunodeficiency virus / Acquired Immune Deficiency Syndrome
DGFPS	Department of Gender and Family Protection Services	HRCM	Human Rights Commission of Maldives

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ICSC	International Civil Service Commission		Environment
IDU	Injecting drug users	MNCCI	Maldives National Chamber of Commerce and Industry
IECD	Integrated Early Childhood Development	MoE	Ministry of Education
IFAD	International Fund for Agricultural Development	MOED	Ministry of Economic Development
IGO	Inter-Governmental Organization	MoF&A	Ministry of Fisheries and Agriculture
ILO	International Labour Organisation	MoFA	Ministry of Foreign Affairs
IMF	International Monetary Fund	MoHA	Ministry of Home Affairs
IP	Implementing Partner	MoHF	Ministry of Health and Family
ISDR	International Strategy for Disaster Reduction	MoTAC	Ministry of Tourism, Arts & Culture
IWRM	Integrated water resource management	MPS	Maldives Police Service
JP	Joint Programmes	MSM	men who have sex with men
JCIM	Junior Chamber International Maldives	MTR	Mid Term Review
JJU	Juvenile Justice Unit	NCIT	National Centre for Information Technology
JSC	Judicial Services Commission	NDMC	National Disaster Management Centre
KAP	Knowledge, Attitudes and Practices	NGOs	Non Governmental Organisations
LDC	Least Developed Country	NSPA	National Social Protection Agency
LGA	Local Government Authority	ODL	Open Distance Learning
LIS	Laboratory information System	OHCHR	Office of the High Commissioner on Human Rights
LMS	learning management system		
LSE	Life Skills Education	ONCHSS	Online Nutrition and Child Health Surveillance System
M & E	Monitoring and Evaluation	OR	Other Resources
MACI	Maldives Association of Construction Industry	OSH	Occupational Safety and Health
Maldivinfo	DevInfo adaptation of Maldives	OSHAS	Occupational Health and Safety Standard
MARA	Most at Risk Adolescents	OST	Opioid Substitution Treatment
MARPs	Most At Risk Populations	PDH	Project Directorate of Health
MATI	Maldives Association for Tourism Industries	PPP	Public Private Partnerships
MCHE	Maldives College of Higher Education	RC	Resident Coordinator
MCPD	Maldives Child/Women Protection Database	RE	Renewable Energy
MDG	Millennium Development Goals	RIMES	Regional Integrated Multi-hazard Early Warning System
MFRD	Managing for Development Results Approach	RR	Regular Resources
MHRYS	Ministry of Human Resources Youth and Sports	SAI	Supreme Audit Institution
MHTE	Ministry of Housing Transport and		



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SAP	Strategic Action Plan	UNDP	United Nations Development Programme
SEN	Special Education Needs	UNEP	United Nations Environment Programme
SME	Small and Medium Enterprises	UNEP	United Nations Environment Programme
SMT	Security Management Team	UNESCO	United Nations Educational, Scientific and Cultural Organization
SOP	Standard Operating Procedure	UNFPA	United Nations Population Fund
STI	Sexually Transmitted Infection	UNGASS	UN General Assembly Special Session on HIV/AIDS
SYIB	Start and Improve your Business	UNICEF	United Nations Children Fund
TAF	Technical Assistance Framework	UNIDO	United Nations Industrial Development Organization
TVET	Technical and Vocational Education and Training	UNIFEM	United Nations Development Fund for Women
UAP	UNDAF Action Plan	UNODC	United Nations Office on Drugs and Crime
UN	United Nations	UNOPS	United Nations Office for Project Services
UN ESCAP	Economic and Social Commission for Asia and the Pacific	UNWTO	World Tourism Organisation
UNAIDS	The Joint United Nations Programme on HIV / AIDS	VAW	Violence Against Women
UNCAC	United Nations Convention against Corruption	VCT	Voluntary counselling and Testing
UNCT	United Nations Country Team	VPA	Vulnerability and Poverty Assessment
UNCTAD	United Nations Conference on Trade and Development	WASH	Water and Sanitation and Hygiene
UNDAF	United Nations Development Assistance Framework	WB	World Bank
UNDG	United Nations Development Group	WEC	Women's Entrepreneurs Council
		WHO	World Health Organization





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# United Nations Development Assistance Framework (UNDAF) 2011 - 2015

## Action Plan

### Republic of Maldives

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On Behalf of the Government of Maldives  
Hon. Mr. Ali Hashim  
Minister of Finance and Treasury

On Behalf of the United Nations System  
Mr. Andrew Cox  
UN Resident Coordinator

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## I. INTRODUCTION

The United Nations Development Assistance Framework (UNDAF) 2011 – 2015, signed between the Government of the Maldives and the United Nations system in April 2010 presents a coherent vision and strategy for a unified approach to assist the country in reaching its national development priorities where the UN system has a comparative advantage.

The process of UNDAF formulation has been inclusive, participatory and evidence-based. In identifying the UNDAF areas of cooperation, national stakeholders have considered the dramatic political and governance changes, the significant developments in the economic, socio-cultural, and natural environment of the country, and the major challenges to achieving the nation's development goals and international commitments. The vulnerabilities of the Maldives to global crises, natural disasters, climate change, and other external factors were also considered. The UNDAF is the framework that will guide the UN system in planning its assistance to address these risks and to sustain its development gains as the country transitions to Middle-income status in 2011.

The UNDAF is aligned with the Strategic Action Plan: Framework for Development 2009 – 2013 (SAP); its five key pledges, 26 other commitments, and cross-cutting themes in the areas of democratic governance, social justice, economic development, environmental sustainability, gender and human rights. Programmes under the UNDAF should complement or fill the identified gaps in the Government work plans formulated under the SAP.

Although the past UNDAFs were developed to ensure more coherent and effective development assistance to the Maldives, there have been some constraints towards smooth implementation of

programmes. Coordination among Government agencies and within the UN system, and unclear delineation of roles and responsibilities are concerns that need to be addressed. Monitoring of progress was a challenge, since the alignment of the UN-supported programmes to the UNDAF was also not clear. Although human rights and gender are mainstreamed in the UNDAF, this was not apparent when activities are planned and implemented.

With the country's graduation from Least Developing Country status, UN resources are expected to decrease. The Government and the UN system therefore need to plan activities that are more strategic for optimal impact of programmes, and for greater efficiency in its operations.

The UNDAF Action Plan is a critical tool for more efficient and effective programming of UN assistance. With the identification of the supporting activities to achieve the UNDAF outcomes and outputs, it ensures that the strategic priorities identified in the UNDAF are operationalized in a coherent way; enhancing complementation and synergies among programmes, identifying opportunities for joint programming, and avoiding duplication. It is a planning and monitoring tool for the Implementing Partners, donors, and UN system agencies, since it provides indicators, baselines, and targets for each planned activity. It anchors the actions of UN system agencies within the accountability frameworks and legal agreements concluded between the UN system agencies and the Government. It also elaborates on a common budgetary framework of the UNDAF by presenting activities that would need additional financial resources.

The UNDAF outcomes and outputs will be achieved only if there is a commitment and

ownership of the Government and the UN system to the UNDAF Action Plan. Supporting activities presented in this UNDAF Action Plan are to complement or support the Government and other partners to achieve their priorities, goals, and

objectives. The Government still has the primary responsibility and accountability for meeting these development targets. Commitments from the Government and the UN system are also stated in this UNDAF Action Plan.



## II. PARTNERSHIPS, VALUES AND PRINCIPLES

The signing of this UN Development Assistance Framework (UNDAF) Action Plan 2011 – 2015 reinforces the strong partnership between the Government of the Maldives and the UN system in support of the national development priorities defined in the Strategic Action Plan, and towards sustaining the country's MDGs Plus status and meeting all the MDG targets by 2015. The UNDAF Action Plan also reiterates the UN system's commitment to support the country meet its human rights obligations and therefore, is strongly focused on support to good governance, promotion of human rights, civil society empowerment, and gender equity and social inclusion.

As an operational programming document, the UNDAF Action Plan exemplifies the commitment of the UN agencies to work together in a more coherent way, and to “deliver as one” so that development assistance will translate to greater impact to the people of the Maldives. It underscores the UN system's adherence to greater transparency and accountability not only to put into practice good governance principles but also as its contribution towards the implementation of the Paris Declaration on Aid Effectiveness.

The UNDAF Action Plan will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations system agency and the Host Government. The basic

agreements are the following: the Standard Basic Agreement with UNDP; Basic Cooperation Agreement with UNICEF; Exchange of Letters with UNFPA; Basic Agreement with WHO; and other similar legal instruments.



The UNDAF Action Plan, therefore, will be implemented by partners in government, including line ministries, Parliament, the Judiciary and Independent Commissions, and civil society organizations, including the private sector. Also, in adherence to the Paris Declaration, the UN system will work with and coordinate with international development partners, such as the Bretton Woods Institutions, Asian Development Bank, and donor countries and to ensure that the UN system's support are properly aligned, harmonized, and managed for greater effectiveness.

### III. PROGRAMME ACTIONS AND IMPLEMENTATION STRATEGIES

#### Programming Process

The common programming process for the next programming cycle, 2011 – 2015 started in April 2009 with the convening of the UNDAF Steering Committee, chaired by the Minister of Finance and co-chaired by the UN Resident Coordinator, to discuss the UNDAF formulation process. It was decided that the next UNDAF will cover a five-year programming cycle (2011 – 2015) to coincide with the target date of the Millennium Development Goals (MDGs).

A Situation Analysis was conducted to assess the human development, governance, social and economic situation of the Maldives and update the country's status with regard to the MDG.

A mid-term review (MTR) of the UNDAF 2008 – 2010 was held in June 2009. The review process further brought to the fore the emerging concerns and challenges faced by the country in the context of a new political leadership, an infant democracy, and graduation from Least Developed Country (LDC) status in 2011. The results of the MTR also informed the UNDAF formulation process.

Guided by the Situation Analysis, MTR and with the new development priorities identified in the manifesto of the new administration, the UNCT held an UNDAF Prioritization retreat in order to have an initial discussion on possible areas of focus and strategies for the next UNDAF, based on the UN system's comparative advantages. Four priority areas were identified: Social and Economic Equity; Environment, Climate Change Adaptation and Disaster Risk Reduction; Good Governance; and Gender Equality and Women's Empowerment. Consultations with

partners were, thereafter, conducted to validate the alignment of the UNDAF areas to the new national priorities and to formulate the UNDAF Outcome statements. An UNDAF Strategizing Retreat was held with partners to reach a common understanding on the UNDAF outputs and to complete the UNDAF Monitoring and Evaluation (M&E) Results Matrix. With the High level Meeting of the government and other stakeholders, a consensus was reached on the UNDAF outcomes. In April 2010, the UNDAF 2011 – 2015 was signed between the Government of Maldives, represented by the Ministry of Finance and Treasury, as the Government Coordinating Agency, and the Heads of sixteen (16) UN agencies, resident and non-resident in the Maldives.

Committed to delivering more effectively and efficiently, the UNCT, together with the Government, decided to pursue the formulation of a common operational document for the UNDAF – the UNDAF Action Plan (UAP), instead of separate Country Programme Action Plans (CPAPs) for UNDG Excom Agencies. This will in turn guide the Biennium Work plans of UN specialized agencies.

The UN agencies identified supporting activities that will be implemented to achieve the UNDAF outputs. A retreat was held and thematic groups were reorganized for in-depth discussions on opportunities for synergies, complementation, and joint programming, as well as programme strategies and management arrangements. A training on gender equity and social inclusion mainstreaming was also held to ensure that the UAP will not lose its rights-based focus. Consultations with partners were held to solicit their feedback and commitment to the UAP.



## Programme Components

The Strategic Action Plan: Framework for Development 2009 – 2013 (SAP) has five pledges: establishment of a nationwide transport system, ensuring affordable living costs, provision of affordable housing, providing quality healthcare, and prevention of narcotics and trafficking; and twenty-six (26) other commitments in three categories: democratic governance, social justice and economic development. Achieving the Millennium Development Goals, human rights, and gender equality are principles that cut across the SAP.

The UNDAF was developed to support the priorities defined in the SAP and in areas where the UN system has comparative advantages. Through a consultative and participatory process, the UN system agreed to the following strategies in order to achieve the UNDAF outcomes. First, upstream support, including support to policy analysis; and advice in elaborating the components of the SAP, including in improving regulatory frameworks and participatory oversight, data collection and access for planning and monitoring purposes. Second, using the UN system's experience of advocacy and communications, to facilitate consensus building amongst stakeholders and support behavioural change in the society. Third, making available a range of expertise and knowledge in designing capacity development strategies to ensure the SAP targets are realized, while enhancing capacities in government and other institutions. Fourth, empower civil society to participate in decision-making, demand transparency and

accountability from government, and be active partners in national development. Fifth, mainstream human rights principles in all activities, and ensure that gender discrimination and social exclusion issues are addressed.

The UNDAF has fifteen outcome areas that are broadly grouped in four clusters: (1) Social Equity, which includes Health, Education, Social Protection, Social Security Floor, and Substance Abuse and HIV Prevention; (2) Economic Development and Environment, which includes Economic Sector, Decent Work, Environment Management and Water and Sanitation, Climate Change and Disaster Risk Reduction; (3) Good Governance, which includes Transparency and Accountability, Access to Justice and Strengthened Rule of Law, Human Rights Promotion, Civil Society Empowerment, and Evidence-based Development Planning and Administration; and, (4) Gender Equality and Women's Empowerment.

It should be emphasized that the supporting activities presented in this UNDAF Action Plan are to complement or support the Government and other partners to achieve their priorities, goals, and objectives. Targets identified in the UNDAF are aligned with the national plans and will not be met through the assistance from the UN system alone. The Government still has the primary responsibility and accountability for meeting these development targets.

## SOCIAL EQUITY

### Health

**UNDAF Outcome 1: Targeted groups have equitable access to preventive and essential health care services and nutrition (WHO, UNICEF, UNFPA, UNOPS)**

All activities under this outcome complement the Health Master Plan. The UN will focus its support to reach the most vulnerable areas and populations, especially the youth, and will work closely with NGOs, including building their capacities to achieve this end. The key implementing partners are the Ministry of Health and Family, Ministry of Education, Ministry of Housing and Environment and Ministry of Youth.

**Output 1.1 Communities empowered to promote and practice healthy behaviors (WHO, UNICEF, UNFPA)**

WHO will support capacity development and community awareness on healthy lifestyles. UNICEF's focus of support will be in promoting hygiene in schools and the practice of water treatment in households (*UNICEF activities in this area will also contribute to achieving the output under Outcome 8: Environment*). UNFPA will support the promotion of sexual reproductive health and reproductive rights at community level through increased access to reproductive health information and services including family planning, and promotion of health of young people. UNFPA will strengthen the capacity of NGOs and CBOs in this regard including for development and implementation of evidence-based behavior change communications. All three agencies will support the development of the Health Promotion Plan.

**Output 1.2 Children, youth and women have equitable access to nutrition and related health services (UNICEF, WHO)**



WHO and UNICEF will support the revision of the National Nutrition Strategic Plan and in building capacities for its implementation. UNICEF will focus its assistance to addressing under-five malnutrition, sustaining immunization coverage and safe health care practices, and strengthening maternal health. WHO will support the revision of National Strategic Plan for Prevention and Control of Non-communicable Diseases and building capacities for its implementation. In addition, WHO will assist in developing policies and standards and building capacities of health care providers engaged in monitoring the quality and safety of food products. WHO will support the conduct of the next Global School Health Survey in Maldives (2014).

**Output 1.3 Enhanced equitable access of men, women and young people to sexual and reproductive health services (UNFPA, WHO, UNICEF)**

UNFPA, as the lead agency for this output, will assist in strengthening the availability of essential sexual and reproductive health commodities; conduct of studies to increase knowledge base on emerging sexual and reproductive health issues; and strengthen capacity of the health sector and civil society to

provide reproductive health services including family planning and youth-friendly health and reproductive health services.

WHO will support capacity development for maternal and newborn service providers, including M&E.

UNFPA, WHO, and UNICEF will support the conduct of the next Demographic Health Survey (2014).

**Output 1.4 Capacity of health system strengthened to address health and nutrition during emergencies (WHO, UNICEF, UNFPA, UNOPS)**

WHO's support will focus on strengthening public health emergency preparedness and response. UNFPA's assistance will focus on addressing sexual and reproductive health and gender concerns in emergencies, while UNICEF will focus on children and school preparedness ( UNICEF *activities in this area will also contribute to achieving the output under Outcome 9 (Disaster Risk Reduction)*). UNOPS will support in strengthening the supply chain management process to ensure reliability and efficient procurement, especially during emergencies.

## Education

**UNDAF Outcome 2: Children including those with special needs and vulnerable youth are engaged in quality, gender-responsive, and relevant educational programmes (UNICEF, UNFPA, WHO, ILO, UNESCO)**

**Output 2.1 Children enjoy learning in a comprehensive child friendly environment (UNICEF, UNESCO)**

Building on the gains in the past UNDAF, UNICEF and UNESCO will continue to assist in strengthening national and sub-national capacities for monitoring compliance of the schools against Child Friendly School standards and to development of policies that promote these standards.

**Output 2.2 An inclusive education policy and strategy, including for children with special needs, is in place (UNESCO, UNICEF)**

UNESCO and UNICEF will provide technical assistance for policy and strategy development that will promote inclusive education, with particular focus on children with special needs. Together with partners, the UN will advocate for budget allocation to implement the relevant policies.

**Output 2.3 Institutional capacity for teacher development in early years and special needs education strengthened (UNICEF, UNESCO, WHO)**

To create an enabling environment for teacher development, UNESCO will support the development of a comprehensive plan for teacher development and management, while UNICEF will assist in developing capacities to undertake research on pre-service teacher education in early years and Special Education Needs.

On capacity development of teachers, UNESCO will target teachers of science and environment using a variety of strategies including open and distance learning modes. UNICEF will focus assistance in development capacities of preschool and Special Education Needs teachers, while WHO will focus on strengthening capacity of school counselors, teachers and health assistants, with a focus on Community-based Rehabilitation of Children with Intellectual Disability.



**Output 2.4 Children and vulnerable youth participate in appropriate life skills based education programmes (UNFPA, UNICEF, WHO, ILO)**

UNFPA will support life skills education on out-of-school vulnerable youth through Youth Centers. To complete an initiative from the previous programme cycle, together with UNICEF and WHO, UNFPA will support to roll-out the framework for life skills education in different settings (in and out of school) which integrates adolescent sexual and reproductive health information, and the development of a health strategy for youth. WHO will support capacity development to undertake programmes on adolescent mental health promotion. UNICEF will also target its support to schools, but with an additional focus on life skills for drug abuse prevention and sustainable environment practices.

**Output 2.5 Capacity of service providers enhanced to provide vocational guidance and job orientation (ILO, UNESCO)**

UNESCO will support the development of guidelines and standards for vocational and technical education for service providers and will advocate for vocational skills integration in schools.

## Social Protection

**UNDAF Outcome 3: Most vulnerable and socially excluded groups have equitable access to basic child and family protection services (UNICEF, UNFPA, WHO, UNESCO ILO)**

**Output 3.1 Most vulnerable and socially excluded groups have increased knowledge skills to protect themselves against abuse and exploitation and have access to gender-responsive coordinated protection, rehabilitation, and after-care services (UNICEF, UNFPA, WHO, )**

To achieve the targets in this output, UNICEF will provide technical support to strengthen capacities of the Family and Children Service Centers in the atolls

and the Child and Family Protection Services in Malé and develop mechanisms for monitoring service delivery. Sustaining the gains in the last UNDAF, UNICEF will help expand the Maldives Child Protection Database. UNFPA will support the setting-up of shelters for the survivors of gender-based violence. UNFPA and WHO will assist the introduction of the screening of gender-based violence cases and training the health service providers to support survivors of domestic violence. Since the UN agencies will be working with common partners, the approach and implementation of programmes will be coordinated.

The UN will also partner with civil society organization in the development and delivery of social protection programmes to address child abuse and domestic violence.

**Output 3.2 Legal environment for social protection services strengthened (UNICEF, ILO)**

The UN system has been advocating for the enactment of the Domestic Violence Bill as well as other social protection bills. UNICEF will support in developing institutional capacities for incorporating child rights in bills, and in the implementation of new legislation. Civil society organizations will also be a key partner in the implementation of activities under this output.

## Social Security Floor

**UNDAF Outcome 4: Social security floor implemented as part of the national social security strategy to provide the vulnerable and socially excluded groups with systematic access to social security (ILO, UNICEF, UNESCO)**

**Output 4.1 Institutional capacity strengthened for effective design, delivery and monitoring of the social security floor benefits, security schemes, including costing of social security benefits (ILO, UNESCO)**

With the provision of social security benefits as a national priority, ILO will assist in the design of the social security floor benefits and security schemes, including its costing, to guide the government on the schemes it will adopt. Once adopted, the implementation of the national social security schemes will also be assisted by ILO.

The Maldives government can solicit information on best practices to decide on the appropriate schemes to adopt and/or other concerns in implementation from the sub-regional ministerial conference on social protection policies in South Asia that will be organized by UNESCO.



**Output 4.2 Legal and institutional framework established for provision of social security in conformity with ILO security standards notably the Social Security (Minimum Standards) Convention 1952 (No. 102) (ILO, UNICEF)**

ILO will support in creating the enabling environment for the implementation of the ILO security standards. UNICEF will provide technical assistance for the development of a national strategy for inclusion of the most vulnerable women and children in legislation.

## Substance Abuse and HIV Prevention

**UNDAF Outcome 5: Most-at-risk (MARPs) and vulnerable populations have equitable access to drug and HIV prevention, treatment, care and support services (UNDP, WHO, UNICEF, UNODC, UNFPA, ILO, UNAIDS, UNESCO)**

The UN, together with partners, will develop a **joint programme** to manage the activities under this outcome. Activities will focus on Most-at-risk and Vulnerable Populations which include prison, adolescents with risk behaviours, most vulnerable women and men, IDUs/drug users, and migrant workers. Civil society engagement to implement activities will be a major strategy.

**Output 5.1 Access to effective HIV prevention services increased for MARPs and Vulnerable Populations (UNICEF, UNODC, UNFPA, UNDP, WHO, ILO, UNAIDS)**

Through the Joint UN Team on AIDS (inter-agency UN group), the UN will broker support for the formulation and costing of the new National Strategic Plan on HIV (2012-2016), and will support the implementation of the Global Fund Round 10 programme, if the country's application becomes successful. All UN agencies will support the implementation of Behavioral Change Communications strategy for Vulnerable populations with UNODC targeting drug users and IDUs and their partners, UNICEF targeting most-at-risk adolescents (MARAs), and UNDP targeting men at risk and migrant workers especially women. UNDP, UNODC, WHO and UNICEF will assist in capacity development of service providers to deliver comprehensive packages for HIV prevention, including programme management, VCT, and counseling. UNFPA will assist the capacity strengthening of Youth Centres to provide sexual and reproductive health information and services, including HIV prevention, to vulnerable youth and the development of a health strategy for youth to address specific needs (*activities will also contribute to Output 2.4*).

**Output 5.2 Most-at-risk populations and youth have access to harm reduction interventions and rehabilitation services (UNODC, UNICEF, UNDP, WHO, UNOPS)**

Strengthening of civil society capacities to manage programmes and deliver prevention services will be supported by all UN agencies. UNODC will focus activities in the prison setting and support VCT facilities in existing drug rehabilitation center or Youth Health Café. WHO will support capacity strengthening of the Ministry of Health and Family and other stakeholders on harm reduction strategies, including tobacco and drug use. UNDP will support the conduct of BCC for drug users, IDUs, and Men at Risk provision of women-specific services and will complement UNODC's work in prisons. UNICEF, focusing on MARAs, will target interventions at the Correctional and Training Center for Children.

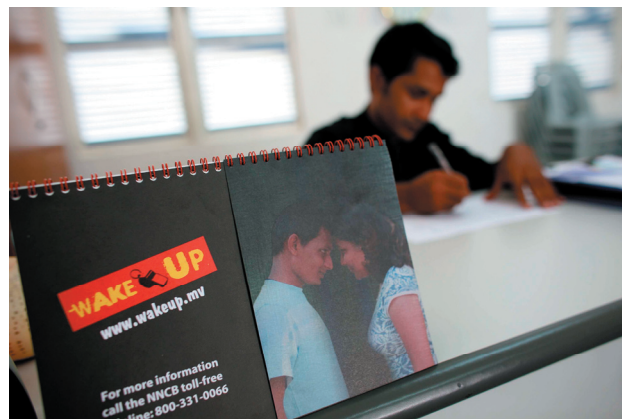
**Output 5.3 Service providers have enhanced capacities to deliver comprehensive packages for HIV prevention (UNODC, UNFPA, UNDP, WHO, UNICEF)**

The UN will support capacity development of the Ministry of Health and Family, Department of Drug Prevention and Rehabilitation Services, the National AIDS Programme, and service providers in country responses to HIV/AIDS including prevention, surveillance, diagnosis, care and management of HIV/AIDS and STI.

**Output 5.4 Legal barriers to effective HIV and drug abuse prevention identified and addressed (UNICEF, UNODC, UNAIDS, UNDP, WHO)**

UNODC, UNDP, and UNICEF will support the review of existing legislation, formulation of appropriate policies such as the implementation of the Drug Law, and advocacy activities to remove legal barriers to HIV and drug abuse prevention. UNODC will support the improvement of drug rehabilitation services, including in the prison setting, and training of the legal fraternity (judges, lawyers, prosecutors) and law enforcement personnel to administer drug control

legislation that respects the rights of drug users. UNICEF will promote the treatment and rehabilitation of drug users under 18 years.



**Output 5.5 Monitoring and evaluation capacity of Government and key stakeholders strengthened (UNICEF, UNODC, UNAIDS, UNDP, WHO)**

UNAIDS will provide technical assistance and support to partners to generate strategic information products for evidence-based programming, advocacy, monitoring, evaluation, and reporting. Government and civil society monitoring systems and capacities will be strengthened with support by all UN agencies.

## ECONOMIC DEVELOPMENT AND ENVIRONMENT

### Economic Sector

#### **UNDAF Outcome 6: Opportunities are created for diversification of the economy in selected regions (UNDP, ILO, FAO, UNOPS, UNIDO, UNWTO, IFAD)**

##### **Output 6.1 Business development and entrepreneurial capacity of SME's strengthened and expanded in selected regions (UNDP, FAO, UNIDO, ILO, UNCTAD, UNOPS)**

UNDP will assist in the formulation and operationalization of SME policies and legislation and the establishment of business infrastructure. Together with ILO, UNDP will assist in the expansion of Business Development Services (BDS) facilities. UNOPS will support strengthening capacities for project management. FAO will assist in preparing an Agricultural Extension and Communication system.

##### **Output 6.2 Food and income security strengthened through agriculture and fishery sector diversification and market integration (FAO, UNDP, ITC, UNWTO)**

FAO will lead the UN system's assistance to achieve food and income security in the agriculture and fishery sector. Support will be provided in the preparation of the Agriculture Development Master Plan and other relevant policies and legislation. Projects will be implemented to support key sub-sectors, such as the forestry sector, mariculture, coconut sector, and poultry. Complementing FAO's support, UNDP will assist in the introduction of modern, climate resilient and innovative marine/agri-farming technologies in selected regions, as well as value addition and product development in the agriculture, fishery, and handicrafts sectors.



##### **Output 6.3 Participation of private sector in selected service provision through operationalizing institutional and regulatory frameworks for Public-Private Partnerships (UNDP, UNICEF)**

The UN system has always encouraged private sector participation in achieving sustainable human development. Public-private partnerships provides an opportunity for the government to mobilize additional resources from the private sector to complement or enhance delivery of public goods and increase the reach of public services to meet the needs of the most vulnerable populations. To achieve the full potential of this approach, it is important that an enabling environment which will actively engage the private sector is created. At the same time, a regulatory framework needs to be established to ensure that their activities will contribute towards national development.

UNDP will support the creation of an enabling environment for private sector engagement in the following sectors: waste, energy, health, education, and business development services. Together with UNICEF, UNDP will also support documentation of good practice and knowledge exchange on PPP. To enhance PPP, corporate social responsibility will be promoted and guidelines to support local service delivery through PPP will be supported.

##### **Output 6.4 National capacity strengthened to implement trade and investment strategy, as part**

**of implementing strategy for LDC graduation (UNCTAD, UNDP, ESCAP)**

Building on the gains in implementing the Integrated Framework, UNDP will provide technical support to strengthen coordination mechanisms and draft relevant policies on trade, investment and LDC graduation matters. UNCTAD and UNDP will support efforts to ensure the countries' smooth transition from LDC status.

**Decent Work**

**UNDAF Outcome 7: Creation of opportunities for decent work and labour markets better governed and regulated in line with ILO principles/standards (ILO, UNDP, WHO)**

**Output 7.1 National Policy and Plan of action for decent work and employment developed and implemented (ILO, UNDP)**

ILO and UNDP will support the formulation and implementation of the National Policy and Plan of Action for decent work and employment and will ensure that female and youth unemployment issues are addressed. Decent work for expatriate labour will also be promoted.

**Output 7.2 Labor administration system strengthened (ILO)**

With the Maldives' recent accession to the ILO, support will focus on strengthening the labour administration system. Based on the capacity assessments that will be conducted, programmes will be supported to strengthen the Labour Tribunal, Labour Inspectorate and Tripartite Labour Advisory Committee. Capacities to generate reliable labor market data will also be strengthened.

**Output 7.3 Multi-sector human resource plan to address training and job needs operational (ILO, UNDP)**

UNDP will support the conduct of relevant studies, such as attitudes and perceptions to work and human resources needs. These will guide the drafting of the multi-sector human resource plan that will be supported by ILO and UNDP. The two agencies will jointly support capacity development activities of vocational training institutions and job centers and advocacy activities that will promote women and youth employment. The UN will promote the participation of NGOs in the job centers and advocacy activities.



**Output 7.4 Capacities strengthened to deliver occupational health and safety services (WHO, ILO)**

WHO and ILO will support the formulation of regulations, monitoring, and capacity building activities for occupational health and safety services.



## Environment Management and Water and Sanitation

**UNDAF Outcome 8: Communities have access to safe drinking water and adequate sanitation and sustainably manage the natural environment to enhance their livelihoods (UNICEF, UNDP, UNEP, WHO, FAO, ILO, UNOPS)**

**Output 8.1 Communities have access to safe drinking water and have sufficient quantities of water to support agriculture (UNICEF, UNDP, UNOPS, WHO, FAO)**

In order to support the country meet the Millennium Development Goal 7 and target on access to safe drinking water and sanitation, UNICEF's assistance will focus on behavior change communication tools to scale up household water treatment practices and sustain WASH in schools. UNDP, UNICEF, and WHO will jointly advocate informing the public on the principles of the draft Water Act and for the bill's enactment at the parliament. To assist in the water infrastructure needs, UNICEF will support the development of the framework for water resource management, while UNOPS will assist in the management of water resource projects. UNICEF will also provide technical assistance to track and monitor the Government's progress towards the achievement of MDG 7.

**Output 8.2 Communities have access to improved sanitation facilities (UNICEF, WHO, UNOPS)**

UNICEF and WHO will assist in the conduct of a comprehensive advocacy campaign to promote safe sanitation practices and capacity building activities of service providers. UNOPS will provide technical and project management support for the implementation of sanitation services in islands.

**Output 8.3 Communities have access to waste management systems including health care waste**

**(UNICEF, WHO, UNDP, UNEP, UNOPS, FAO)** UNICEF, UNDP, UNOPS, and WHO in a **joint programme** will assist in promoting waste management policies, regulations, and standards and in enhancing technical capacities of the Environment Protection Agency, Waste Management Corporation and waste management service providers. UNICEF will support communities to manage household waste and waste water. UNEP will provide technical assistance towards an integrated solid waste and hazardous waste management and PoPs. WHO will strengthen capacities for implementation of strategies for health-care waste management within the framework of the national waste management programme.



**Output 8.4 Communities efficiently manage natural resources for eco-system benefits and to generate sustainable livelihoods (UNDP, UNOPS, UNEP, FAO, ILO)**

The development of gender sensitive plans for sustainable environment management and utilization of natural resource is the main supporting activity to achieve this output. Private sector partnerships at the community-level will be promoted. UNEP will support the drafting of the Environment Law. UNDP, FAO, and UNOPS will jointly promote organic agriculture for sustainable livelihood.

## Climate Change Adaptation and Disaster Risk Reduction

### UNDAF Outcome 9: Enhanced capacities at national and local levels to support low carbon lifestyles, climate change adaptation, and disaster risk reduction (UNDP, UNEP, WHO, ISDR, ESCAP, UNOPS, UNICEF, UNESCO, UNFPA, UNIDO)

#### **Output 9.1 A coherent mechanism developed for renewable energy systems established (UNDP, UNEP, UNOPS)**

UNDP will assist in the development and implementation of policies on renewable energy and energy efficiency options. This will be complemented by UNEP's assistance to implement the HPMP Plan (HCFC Phaseout Management Plan). Pilot projects for possibility of replication and knowledge-sharing on renewable energy application and its sustainability will be supported by UNDP, UNEP and UNOPS.

#### **Output 9.2 National institutional capacity for climate change adaptation and disaster risk reduction established involving all stakeholders (UNDP, ISDR, WHO, UNEP, GEF, ESCAP, UNOPS, UNESCO, UNICEF, WHO)**

A major activity for this output is the establishment of a climate change center that will mobilize knowledge-sharing and technical support from the private sector, other countries and centers of excellence in the area of climate change adaptation. UNDP will support the development of policies, conduct of impact assessments, and establishment of coordination mechanisms to assess and address climate change risks. UNESCO will support climate change adaptation in schools. UNEP will support the preparation of the second National Communication on Climate Change. UNICEF will assist in the development and implementation of a behavioral change communications strategy on sustainable environment practices in schools. UNOPS will assist in the project management and infrastructure

development needs to achieve this output. UNDP, WHO, and UNOPS will jointly support the development of building compliance documents for critical facilities such as schools and hospitals. WHO will support strengthening of environmental health governance mechanisms (greening of health services through reduction of carbon footprint). ESCAP will assist capacity development activities of the Maldives National Disaster Management Center and the Maldives Meteorology Department.

In view of the many activities that will be supported by the UN agencies for this output, a **joint programme on climate change adaptation and disaster risk reduction** will be jointly designed and managed with partners.



#### **Output 9.3 Community preparedness and resilience for disaster and climate change impacts enhanced (UNDP, ISDR, ESCAP, WHO, UNEP, GEF, UNOPS, UNICEF, UNFPA)**

UNDP will support the development of gender-sensitive community CCA and DRR plans and advocacy campaigns. UNDP will also support the strengthening of end-to-end multi-hazard early warning system and national contingency plan.. UNDP and UNICEF will coordinate its support to mainstreaming environment management, CCA and DRR in the school curriculum and will jointly support

the training of emergency focal persons at sub-national level. WHO will provide technical support to build capacities to identify and implement community-based approaches for the reduction of health impacts of disasters and climate change. UNFPA will support

the undertaking of studies and surveys to identify the impact of climate change to the population. UNOPS will provide technical manage support on the delivery of infrastructure projects under this output.

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## DEMOCRATIC GOVERNANCE

### Transparency and Accountability

**UNDAF Outcome 10: Increased transparency and accountability of public institutions with emphasis on decentralized bodies (UNDP, UNICEF, UNESCO, and UNODC).**

**Output 10.1 Local government bodies are established and fully functional (UNDP, UNODC)**

UNDP will support in strengthening capacities and in the development of regulations and SOPs to enable local governments to plan, budget, and govern in a transparent and accountable manner. Technical expertise will be provided to assist in establishing an e-governance system. UNODC will take the lead in supporting the setting-up and building of capacities on ethical standards.

**Output 10.2: Stakeholders participate in the formulation of policies and legislation at national and local levels (UNDP, UNICEF )**

UNDP and UNICEF will support the establishment of mechanisms for civil society organizations and the private sector to participate in policy and law-making and advocacy for ensuring accountability at all governance levels. In addition, UNICEF will provide technical assistance to promote child participation in governance.

**Output 10.3 Regulatory framework for public institutions established and capacities for implementation strengthened (UNDP, UNICEF, UNODC, UNOPS)**

UNDP and UNODC will support in the formulation of laws and regulations to strengthen legislative and regulatory framework for public sector reforms and public institutions, particularly in the areas of public administration and anti-corruption. Both agencies will also support in the drafting of laws that will address gaps in the anti-corruption study (UNCAC Gap Analysis) recently undertaken in 2010. To strengthen

the civil service, based on the recommendations from the capacity assessment of the civil service, support will be provided, led by UNDP. In addition, UNDP, UNICEF and UNODC will assist in the training and awareness programmes that will promote transparency and accountability in independent institutions, Parliament, government officials, and the civil service. UNOPS assistance will focus on strengthening project management capacities and supply chain management systems and processes. Civil society will be a major partner to achieve this output.



**Output 10.4 Enabling environment and institutional frameworks strengthened for responsible and free media (UNDP, UNICEF, UNODC, UNESCO)**

UNDP, UNICEF, UNODC, and UNESCO will support institutional capacity development for a free and responsible media. Workshops on media ethics and investigative journalism will be conducted by UNESCO together with UNDP, while UNODC will conduct sensitization activities of media on transparency and accountability issues. UNICEF will focus on developing capacities for reporting on child rights issues. The area of media development has the potential for a joint project led by UNESCO.

## Access to Justice and Rule of Law

### UNDAF Outcome 11: Equitable access to justice and rule of law (UNDP, UNICEF, ILO)

#### **Output 11.1 Legal frameworks and judicial redress enhanced and alternative dispute resolution mechanisms are in place (UNDP, UNICEF, ILO, OHCHR)**

UNDP and UNICEF will support the strengthening of system, policies and procedures in the national and local levels of the justice system and will jointly conduct public awareness campaigns on access to justice. Furthermore, support will be provided in the establishment of alternative dispute resolution mechanisms; UNICEF's focus will be for juvenile offenders. UNDP will focus on establishing a legal aid programme in the Maldives.

#### **Output 11.2 Professional skills and resources in law enforcement, legal and judicial sectors strengthened (UNDP, UNICEF, ILO, OHCHR)**

UNDP will lead the training for law enforcement agencies, judicial sector and state authorities on criminal justice, human rights and gender; UNICEF will complement with training activities on juvenile justice.

UNDP, UNICEF, UNODC, and UNOPS will scope the requirements and possibility of an integrated programme on corrections; a possibility of establishing a **joint programme** in this area will be assessed.

#### **Output 11.3 Juveniles in conflict with law are protected, rehabilitated and reintegrated (UNICEF)**

UNICEF will support capacity building of law enforcement agencies to implement the Juvenile Justice Act and in the review of the Penal Code to ensure its compliance with standards for justice for children. Civil society will be a major partner to implement community-based programmes for juvenile offenders

## Promotion of Human Rights

### UNDAF Outcome 12: Culture of respect for human rights advocated, fulfilled, protected, and fostered at all levels (UNDP, UNICEF, UNFPA, ILO, WHO, UNESCO, OHCHR)

#### **Output 12.1 Human rights and related policies and legislation in place (UNDP, UNICEF, UNFPA, ILO, WHO, UNESCO)**

UNICEF and UNDP will support the review, drafting of the legislative and regulatory frameworks for human rights, and advocacy on new legislation. Civil society participation in these processes is a major target of this output. ILO's focus will be on the ratification and operationalization of the 8 human rights conventions in the world of work. UNESCO and UNFPA will support gender sensitization and mainstreaming programmes in government, Parliament, civil society, and other stakeholders (*UNFPA's support also addresses Output 15.3*).

#### **Output 12. 2 Relevant institutions have enhanced capacities to promote and protect human rights (UNDP, UNICEF, UNFPA, WHO, ILO, UNESCO, OHCHR)**

The UN agencies will continue its support to the **joint programme** on strengthening the capacities of the Human Rights Commission. In addition, support will be provided in enhancing the technical capacity of government, especially the gender and human rights focal persons to protect and promote gender equality and human rights. Media and civil society will also be the target of assistance to promote international standards for reporting and monitoring on human rights and women's rights. ILO's focus will be on strengthening capacities of the labour tribunal and labour relations authority. UNICEF will advocate for the integration of the Convention on Rights of the Child (CRC) training into teacher professional development.

**Output 12.3 Public awareness of human rights increased and ability to exercise rights enhanced (UNDP, UNICEF, WHO, ILO)**

Through the **joint programme** UNDP and WHO will support human rights awareness advocacy activities. UNICEF will focus on monitoring of CRC knowledge amongst children and mainstreaming of child rights in teacher development programmes. UNDP and UNICEF will build strategic partnerships with key human rights NGOs as a strategy to achieve this output.



**Civil Society Empowerment**

**UNDAF Outcome 13: Civil society is active and thriving (UNDP, UNICEF, UNFPA, UNESCO, ILO, UNV)**

The empowerment of civil society is a key strategy in this UNDAF Action Plan. An inter-UN agency group on civil society empowerment has been established in order to develop a comprehensive strategy on civil society engagement. It will also be responsible to ensure that opportunities for civil society's participation in UN-supported programmes is enhanced. The possibility of setting-up a **joint programme** in this area will be assessed.

**Output 13.1 Policies and legislative frameworks established to foster civil society development**

**including trade unions (UNDP, UNICEF, ILO, UNESCO)**

UNDP, ILO, and UNESCO will assist in strengthening policies and legislative frameworks that will encourage the growth and enhance the quality of civil society organization, including trade unions, and media organizations. UNDP and UNICEF will provide direct programmatic support to civil society organization through grants and loan programmes to assist their sustainability.

**Output 13.2 Spirit of volunteerism revived and capacities developed for increased engagement of citizens in community development (UNDP, UNICEF, UNV)**

The UN will support the establishment of the National Volunteer Programme that will increase the citizens especially women, youth, and other marginalized groups, in community development.

**Evidence-based Development Planning and Administration**

**UNDAF Outcome 14: Institutional capacity strengthened and framework in place to coordinate and plan national development at local and national levels (UNDP, UNICEF, UNFPA, UNOPS, WHO, UNESCO, UNODC)**

**Output 14.1 Development planning systems strengthened and utilized for decision-making (UNICEF, UNDP, UNFPA)**

UNICEF and UNDP will support in enhancing the existing major database systems so that it will be robust source of data for policy-making. To implement the Paris Declaration on Aid Effectiveness, UNDP will also support the development and implementation of an international cooperation strategy. UNICEF will assist in capacity development for mainstreaming human rights in sector plans and monitoring tools, and social policy analysis targeting child rights. UNFPA will assist building the capacity of national

and sub-national level to use population data and research findings in their evidence-based planning and decision-making. .

**Output 14.2 Institutional and technical capacity for monitoring and evaluation strengthened (UNDP, UNICEF, UNFPA, UNODC, WHO, UNOPS, UNESCO)**

With UNDP as the lead agency, the UN system will support the full roll-out of the Managing for

Development Results Approach (MFRD). This will include the formulation of results frameworks and tools that will enhance capacities to plan, budget, implement, and monitor progress in achieving the Action Plan objectives. A major strategy for a successful roll-out will be enhancing south-south partnerships and regional networking.



## GENDER EQUALITY AND WOMEN'S EMPOWERMENT

**UNDAF Outcome 15: Improved individual, institutional and systemic capacities to promote gender equality and non-discrimination, and to empower women and girls to enjoy their rights in all spheres of life in line with national commitments by 2015 (UNFPA, UNIFEM, ILO, UNDP, UNICEF, WHO, UNESCO)**

**Output 15.1 Capacities of government bodies strengthened to make operational national gender architecture (UNFPA, UNIFEM, UNICEF, UNESCO, WHO, UNDP)**

With UNFPA as lead agency, the UN will support in developing the capacities of government bodies, legislative bodies and independent commissions to mainstream gender equality and social inclusion (GESI) issues in their respective sectors, as envisaged in the National Gender Mainstreaming Policy and Strategic Action Plan (SAP). UN will coordinate to ensure the application of common guidelines, manuals and methodology of GESI mainstreaming, including gender-responsive budgeting, and assist the partners to implement. . By 2015, it is expected that the capacity of partners to conduct and apply gender analyses and mainstreaming is strengthened, GESI mainstreaming tool is widely used, and its concept is integrated into the government's routine development planning, implementation, and M&E.

**Output 15.2 Capacities of government agencies and Civil Society Organizations enhanced for effective implementation of CEDAW, CRC, International Labor Convention 100 and 111 and other human rights instruments (UNIFEM, ILO, UNDP, UNICEF, UNESCO)**

UNIFEM will provide support to establish, revise, and disseminate the laws that will be in compliant with human rights instruments, while encouraging

increased participation of rights holders and civil society in the process.

UNIFEM, UNICEF, and UNESCO will monitor and advocate with the government for the implementation of CEDAW and CRC concluding comments and Education for All. Support for the capacity building activities will be extended to HRCM, judiciary, including Attorney-General's Office, Prosecutor-General's Office, Media, NGOs, Business Associations, and the Maldives Police Service.

**Output 15.3 Strengthened advocacy capacity of parliamentarians, religious institutions, civil society, private sector and media to promote gender equality, women's rights and empowerment and action, including men and boys, and to prevent violence against women. (UNFPA, UNIFEM, UNICEF, UNDP, ILO, UNESCO, WHO)**

Prior to the advocacy activities, UN will work jointly to develop a communication strategy for identified target groups. The strategy will include key messages appropriate for different target groups and the role of different stakeholders, especially that of civil society in promoting women's rights and prevention of VAW. Each UN agency will involve their IPs in the process to ensure wide consultation. Once the communication strategy is developed, UN will support the IPs to build their capacity to implement the strategy.

**Output 15.4 Enhanced political participation and leadership of women in decision making at the national level (UNIFEM, UNDP)**

UNIFEM and UNDP will provide leadership trainings for women's organizations and women to encourage more women to take up a decision making role at the national level, as well as provide capacity building opportunities for the existing women parliamentarians.

*The UNDAF Action Plan Governance supporting activity 10.2.1: "Establish institutionalized fora to increase participation and female representation in*



*public sector reform and decentralization/local councils (including public consultations and commentary on legislation)” is cross-referenced since supporting activities herein also contribute to this output.*

**Output 15.5 Enabling environment for increased female participation in the labor force enhanced (ILO, UNDP)**

Increasing the female labour force participation has been identified as one of the government's high priorities. UNDP and ILO will support in creating an enabling environment for female labour participation

through the conduct of a situation analysis to identify the barriers for women to work, the development of the National Human Resources Plan that incorporates women's needs, and support to increased opportunities for business development, access to market, and entrepreneurs leadership training,



## IV. PROGRAMME MANAGEMENT AND ACCOUNTABILITY ARRANGEMENTS

### Government Coordination

UN-supported programmes will be executed under the overall co-ordination of the Ministry of Finance and Treasury, as the Government Coordinating Agency.

An UNDAF Steering Committee, co-chaired by the Minister of Finance and the UN Resident Coordinator, with key partner ministries (*to be identified*) and the UN Country Team as members. It will be responsible for providing over-all policy direction and guidance on the implementation of the UNDAF programmes.

The lead implementing partner (IP) for each supporting activity has been identified in the UNDAF Action Plan Results Matrix. The Lead IP may be a government body, independent branch or entity of the state, civil society organization, academe, media or private sector. It will be responsible for coordinating actions among the other partners in the programme.

### Coordination among UN agencies

Activities that complement each other and require joint implementation and/or coordination have already been identified (refer to Section 3: Programme components). In cases where there are more than one UN agency supporting one area, a division of responsibilities has been determined to avoid overlap or duplication. Annex A shows the division of responsibilities to support the operationalization of the national gender architecture. Lead agencies for joint programmes will be agreed upon by the UNCT.

Furthermore, UNDAF thematic groups will be established as an internal UN system mechanism for coordination. The UNDAF thematic group will be responsible for monitoring the implementation of the UNDAF Action Plan, including joint programmes, and

will strive to avoid overlaps/duplication and ensure complementation of UN-supported programmes. The TOR of the UNDAF thematic group, including the list of the agency chairs and co-chairs of the UNDAF thematic groups and their responsibilities are presented in Annex B.

The Office of the Resident Coordinator (RC Office) will support the Resident Coordinator and the UN Country Team in managing the implementation of the UNDAF Action Plan by coordinating with the thematic groups, resident and non-resident UN agencies, and with the Government Coordinating Agency. It will also act as the Secretariat for the UNDAF Steering Committee.

### Annual Work Plans and Project Documents

The UNDAF Action Plan will be made operational through the development of annual work plans (AWPs) or biennial work plans, and/or project documents which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed UNDAF Action Plan and the signed annual work plans (AWPs) or biennial work plans to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter- alia, the relevant text from the UNDAF Action Plan and annual work plans (AWPs) or biennial work plans.

### Managing Joint Programmes

A joint programme document will be developed and signed jointly by the relevant partners and the UN

agencies. The JP document will include, among other things, the funding modality, the designation of the lead implementing partner, members of the Steering Committee, and the lead managing UN agency.

The lead implementing partner will have the over-all responsibility to ensure the smooth implementation of the joint programme and will chair the Steering Committee.

The managing UN agency for the joint programme will be responsible for coordinating with the IPs and the UN agencies in the implementation of the programme, management of the funds, and preparing the appropriate reports. However, the relevant UNDAF thematic group will be over-all responsible for monitoring progress in the implementation of the joint programme in relation to other programmes under the UNDAF outputs/outcomes.

## Cash Transfers

All cash transfers to an Implementing Partner are based on the annual work plans (AWPs) agreed between the Implementing Partner and the UN system agencies.

Cash transfers for activities detailed in annual work plans (AWPs) can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:
  - a. Prior to the start of activities (direct cash transfer), or
  - b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. In case of direct cash transfer or reimbursement, the UN agency shall notify the Implementing Partner of the amount approved by the UN agency and shall disburse the funds to the Implementing Partner accordingly. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.

Cash transfer modalities, the size of disbursement, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

## V. RESOURCES AND RESOURCE MOBILIZATION STRATEGY

### Resources

To fully implement the UNDAF Action Plan, total resources required are estimated at USD 40,689,652; of which USD 15,015,000 is Core Resources from the agencies. USD 25,675,652 will need to be mobilized over the course of the UNDAF.

The following table summarizes the resource requirement for each UNDAF Outcome:

UNDAF Outcome	Core Resources	Non-core Resources	Total
Health	USD 1,111,000.00	USD 2,028,000.00	USD 3,139,000.00
Education	USD 570,000.00	USD 790,000.00	USD 1,360,000.00
Social Protection and Social Security	USD 1,150,000.00	USD 1,220,000.00	USD 2,370,000.00
Substance Abuse and HIV Prevention	USD 2,400,000.00	USD 2,347,652.00	USD 4,747,652.00
Economic Sector	USD 2,437,000.00	USD 3,305,000.00	USD 5,742,000.00
Environment Management, Water and Sanitation, Climate Change Adaptation, and Disaster Risk Reduction	USD 2,400,000.00	USD 13,238,000.00	USD 15,638,000.00
Democratic Governance	USD 3,766,000.00	USD 2,158,000.00	USD 5,924,000.00
Gender Equality and Women's Empowerment	USD 1,180,000.00	USD 589,000.00	USD 1,769,000.00
<b>Total</b>	<b>USD 15,014,000.00</b>	<b>USD 25,675,652.00</b>	<b>USD 40,689,652.00</b>

These are estimated amounts, and actual amounts will depend on availability of UN system agencies' resources and contributions from funding partners. Core and non-core resources indicated are exclusive of funding received in response to emergency appeals.

### Types of Support

The UN system agencies will provide support to the development and implementation of activities within the UNDAF Action Plan, which may

include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system agencies' support may be provided to Non-Governmental and Civil Society system agencies as agreed within the framework of the individual annual work plans (AWPs) and project documents.

The UN agency will consult with ministries and government agencies concerned on timely requisition of cash assistance, supplies and equipment, or services. The UN agency will keep concerned officials informed of the movement of commodities, in order to facilitate efficient and timely clearing, warehousing and distribution. In consultation with the Government Coordinating Agency, the UN agency maintains the right to request a joint review of the use of the commodities supplied but not used for the purposes specified in the UNDAF Action Plan or annual or biennium work plans, for the purpose of reprogramming those commodities within the framework of the UNDAF Action Plan.

Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN Specialized Agencies, Funds and Programmes.

The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the UN system agencies' funds are distributed by calendar year and in accordance with the UNDAF Action Plan. These budgets will be reviewed and further detailed in the annual work plans (AWPs) and project documents. By mutual consent between the Government and the UN system agencies, funds not earmarked by donors to the UN system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities aligned with the UNDAF.

### **Use of the Harmonized Approach to Cash Transfers (HACT)**

In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partners; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners. The UN system agencies shall proceed with the payment within (insert the number of days as agreed by the UN system agencies).

The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

Where the UN system agencies and other UN system agency provide cash to the same implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.

### **Resource mobilization and funding modalities**

The UN system agencies are committed to take all reasonable steps to raise additional resources for the programmes. This may be done bilaterally between the UN agency and the donor or jointly with other UN agencies. A joint resource mobilization strategy to cover the resource shortfall for the Plan will be developed. It should be noted, however, that the global financial crisis has had a serious impact on the availability of resources from donors in 2011 and 2012.

Multiple avenues of funding the UNDAF resource shortfall will be available to donors, including but not limited to the following:

- Funding specific outputs/activities through specific agencies

- Direct budgetary support to government earmarked for UNDAF outputs/activities
- Common Fund

A TOR for the Common Fund will be developed specifying the governance arrangements and roles and responsibilities of participating organizations. The RC Office will be responsible

to support the strategic leadership role of the Resident Coordinator for the Common Fund.

Resources will be allocated and additional resources will be mobilized for the support and coordination activities of the RC Office in managing the implementation of the UNDAF Action Plan and responsibilities over the Common Fund, as agreed by the UNCT.



## VI. COMMUNICATION

### UNDAF Communications Strategy

For coherent and efficient communications, the UN system will prepare an UNDAF Communications Strategy. In addition to planning for the most effective means to conveying the key messages from the priority themes in the UNDAF, the communications strategy will also include ways to better communicate that the UN system is working to “deliver as one.” Furthermore, since the end of the programming cycle of the UNDAF coincides with the deadline of the MDGs, advocacy for the goals will also be a major joint communications campaign. Civil society organizations will be a primary target group for the communications strategy, as well as a main partner in its implementation. Communication measures to mobilize resources for the UNDAF will also be part of the strategy.

Communications and advocacy that facilitate consensus building amongst stakeholders and support behavioural change in the society is a major strategy of the UNDAF Action Plan to achieve development outcomes. Through their supporting activities, UN agencies will be assisting in the development and implementation of behavioral change communications strategies that will empower target groups to claim and

fulfill their rights to health, education, social protection and other social services, decent employment, safe drinking water, sustainable environment, good governance, access to justice, and equality and non-discrimination and other human rights.

Several potential areas for joint communications activities have been identified, such as child abuse and domestic violence; substance abuse and HIV prevention for vulnerable populations; environment sustainability; democracy and good governance; gender equality and women’s empowerment; and increasing human rights awareness. The inter-agency UN Communications Group will be primarily responsible for ensuring the implementation of the communications strategy and will prepare annual workplans for actions listed under paragraphs 1 and 3 above. Resources for these communications activities will be cost-shared by the UN agencies.

The RC Office will support the RC and UNCT in their communications needs and will assist the UN Communications Group in managing the implementation of the communications strategy.

## VII. MONITORING AND EVALUATION

### UNDAF M&E Calendar

The UNDAF Action Plan will be reviewed annually using the UN Standard Operational Format for the UNDAF Progress Report. On year three of the UNDAF (2013), which is also the last year of the National Strategic Action Plan, an UNDAF Mid-term review will be undertaken. More in-depth reviews for specific components of the UNDAF may be conducted during the period. The Final Evaluation will be held at the last quarter of the last year of the UNDAF (2015).

Surveys, studies, reports and other means to monitor progress towards the National Strategic Plan and the UNDAF will be undertaken by Government, with UN support if required. Major studies/ monitoring activities that will be undertaken at the national level during the period of the UNDAF are reviews of progress towards the SAP, conduct of the Demographic Health Survey, Knowledge, Attitudes, and Perceptions studies on different sectors, and MDG progress reporting. These will be major sources of information for the UNDAF reviews.

Furthermore, major database systems that will be utilized for monitoring progress towards the UNDAF include, but are not limited to the following: ISLES, MaldivInfo, GMS, LMS, LIS systems (need to spell-out). The thematic groups will monitor progress in the implementation of the UNDAF Action Plan. For purposes of monitoring progress towards outcomes and outputs, a UN agency will be responsible to secure the information from the means of verification. Each agency will be responsible for monitoring the indicators for their respective supporting activities.

A UN M&E Working Group will be established and will plan, advise and coordinate the monitoring processes (such as during UNDAF Annual Reviews, MTRs, and Final Evaluation) among the thematic groups.

### Assurance activities for Cash

#### Transfers

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives.
2. Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring.
3. Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

If capacity of Supreme Audit institution (SAI) is weak, based on the results of the macroassessment, the audits will be commissioned by the UN system agencies and undertaken by private audit services.

If the macroassessment results confirm that the capacity of the Supreme Audit institution, it may undertake the audits of government Implementing Partners. If the SAI chooses to undertake the audits of specific Implementing Partners to the frequency and scope required by the UN agency, the UN agency will



commission the audits to be undertaken by private sector audit services.

If the macrossessment results have identified weaknesses in the capacity of the SAI, the audits will

be commissioned by the UN agency and undertaken by private audit services. The Implementing Partner may, however, select such a public accounting firm from a shortlist of accounting firms pre-approved by the UN agency.



## VIII. COMMITMENTS OF THE GOVERNMENT

The Government commits to organize and participate in periodic programme reviews and planning meetings related to the UNDAF to ensure that UN support remains relevant to national development priorities. Where appropriate, the Government will facilitate the participation of independent commission, branches of government, donors, NGOs, civil society, private sector, trade unions, and other development partners, in these reviews and planning meetings. The Government will authorize the publication through various national and international media of the results of the UNDAF Action Plan, and experiences derived from it.

The Government will provide all personnel, premises, supplies, technical assistance and funds, recurring and non-recurring support, necessary for the programme, except as provided by the UN system, multilateral or bilateral agencies, or non-governmental organizations.

The Government further commits to support or establish national/sub-national coordination structures in order to ensure the effectiveness and efficiency of the UN system's assistance. It also commits to support and lead the Government/UN joint governance structures, including but not limited to Steering Committees for joint programmes.

The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this UNDAF Action Plan and will cooperate with the UN system agencies including: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies' efforts to raise funds for the programme from the private sector both internationally and in the Maldives; and by permitting contributions from individuals, corporations, and foundations in Maldives to support this programme which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

The Government will provide monetary and/or in-kind contribution to the activities of the UNDAF. Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars).

As per the provision of the basic agreement between the Government and the UN agency, the Government will be responsible for the clearance, receipt, warehousing, distribution and accounting of supplies and equipment made available by the UN agency. No taxes, fees, tolls or duties shall be levied on supplies, equipment, or services furnished by the UN agency under this UNDAF Action Plan. The UN agency shall also be exempt from Value Added Tax (VAT) in respect of local procurement of supplies or services procured in support of UN-assisted programmes.

### Commitment on Cash Transfers

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the annual work plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP, UNICEF, and UNFPA will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the AWP's only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established regulations, policies and procedures

consistent with international standard, in particular ensuring that cash is expended for activities as agreed in the AWP, and ensuring that reports on the utilization of all received cash are submitted to UNDP, UNICEF, and UNFPA within six months after receipt of the funds. Where any of the national regulation, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWP, and ensuring that reports on the full utilization of all received cash are submitted to UNDP, UNICEF, and UNFPA within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP, UNICEF, and UNFPA will provide the UN system agency or its representative with timely access to:

- all financial records which establish the transactional record of the cash transfers provided by UN system agency, together with relevant documentation;

- all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and UNDP, UNICEF, and UNFPA. Each Implementing Partner will furthermore

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the UN organization that provided cash (and where these statements in their final audit report before submitting it to UN organization.
- Undertake timely actions to address the accepted audit recommendations.

Report on the actions taken to implement accepted recommendations to the UN agencies (and where the Supreme Audit Institution (SAI) has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).

## XII. OTHER PROVISIONS

In the event of any significant change in the situation requiring a change in objectives or a need to extend the duration and scope of the planned programme component, the Government will make a formal request to the UN system agencies through the Representatives of each of the UN system agencies and an appropriate amendment to this UNDAF Action Plan will be negotiated.

In the event of a failure by one party to fulfill any of its obligations under this UNDAF Action Plan:

- (a) where the defaulting party is one of the UN system agencies, the Government may either
  - (i) suspend the discharge of its own obligations vis-à-vis the defaulting party by giving written notice to that effect to the defaulting party or
  - (ii) terminate the UNDAF Action Plan vis-à-vis the defaulting party by giving written notice of sixty (60) days to the defaulting party; and
- (b) where the defaulting party is the Government, the UN system agency as to which the Government has defaulted, either alone or together with all other UN system agencies, may either (i) suspend the discharge of its own obligations by giving written notice to that effect to the defaulting party or (ii) terminate the UNDAF Action Plan by giving written notice of sixty (60) days to the defaulting party.

Any dispute between the Government and a UN agency shall be resolved in accordance with the provisions of that Organization's basic agreement with the Government as referred in Part 2 of this UNDAF Action Plan. Any dispute among the UN system agencies shall be resolved exclusively among the UN system agencies through approaches identified in the UNDG-endorsed dispute resolution mechanism.

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements with the UN organizations. The Government shall apply the provisions of the Conventions on the Privileges and Immunities of the United Nations agencies to the Agencies' property, funds, and assets and to its officials and consultants. In addition the Government will accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of Agencies and its officials, advisors and agents. None of the Agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

- (a) "Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organization of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement".
- (b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United

nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13<sup>th</sup> February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21<sup>st</sup> November

1947, as applicable, and no provisions of this Note Verbale or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this UNDAF Action Plan on this day 04, October 2010 in Male' Republic of Maldives



### **XIII. UNDAF ACTION PLAN RESULTS MATRIX**

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES						
HEALTH :						
National Development Priority : Strengthen health promotion, protection and advocacy for healthy public policies; enhance response of health system in emergencies						
Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies	
Outcome 1 : Targeted groups have equitable access to preventive and essential health care services and nutrition (WHO, UNICEF, UNFPA, UNOPS)	Maternal Mortality Ratio	57 per 100,000 live births in 2008)	Reduce by 20% from 2008 data	VRS annual reports, DHS and other surveys	National leadership from Ministry of Health and Family (main IP) and Ministry of Education supported by local government and provincial capacities	
	Neonatal mortality ratio	10 per 1000 live births in 2008	7 per 1,000 live births	DHS (every five years)		
	Prevalence of underweight children under 5 years of age	17.30%	10%	DHS		
Output 1.1 Communities empowered to promote and practice healthy behaviors (WHO, UNICEF, UNFPA)	% of islands with community initiatives in promoting healthy life styles	NIL	25%	Ministry of Health and Family annual reports/ KAP surveys	National leadership from Ministry of Health and Family (main IP) and Ministry of Education supported by local government	
	Percentage of boys (13 - 15yrs) smoking cigarettes	13.9 %(GSHS, 2009) (on one or more days during the past 30 days)	8%	Maldives Demographic and Health Survey (2014)		
	Percentage of girls (13 - 15yrs) smoking cigarettes	4.3 %(GSHS, 2009) (on one or more days during the past 30 days)	2%	Global School Health Survey, Maldives (2014)		
	Percentage of men aged 15-49 who use tobacco	53.1%(MDHS, 2009)	40%	GYTS, Maldives (2013)		
	Percentage of women aged 15-49 who use tobacco	8.9% (MDHS, 2009)	5%			
	Percentage of boys (13-15 yrs) who usually ate vegetables three or more times per day during the past 30 days	(GSHS, 2009)	20%			
	Percentage of girls (13-15 yrs) who usually ate vegetables three or more times per day during the past 30 days	6.6 (GSHS, 2009)	15%			
	National Health Promotion Plan developed	National Health Promotion Plan 2006-2010 available	National Health Promotion Plan developed (2011)		CCHDC, Ministry of Health and Family	
	1.1.1 Support for development of Health Promotion Plan (WHO)					
	1.1.2 Capacity strengthened for implementing healthy promotion initiatives in island/atolls communities, schools and	No. of atolls, schools and hospitals implementing health promoting initiatives	1 Hospital 34 Schools (MoE) 5 Atolls	10 50 10	MoH&F Annual Report MoE Annual report MoH&F Annual Report	



**UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES**

**HEALTH :**

**National Development Priority : Strengthen health promotion, protection and advocacy for healthy public policies; enhance response of health system in emergencies**

	Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
	hospitals(WHO) 1.1.3 Community awareness raised on healthy diet, physical activity, healthy ageing, harmful effects of tobacco use (WHO)	No. of atolls in which community awareness campaigns conducted	10 Atolls	20 Atolls	Moh&F Annual Report	
	1.1.4 Develop a hygiene promotion programme to scale up and sustain WASH in schools (UNICEF)	Percentage of schools with safe drinking water, toilets and hand washing facilities	B=TBD	T= increase by 50% by 2015	Annual reports from MOE, IMHTE KAP Study	Ministry of Education Ministry of Housing, & Environment
	1.1.5 Conduct a comprehensive advocacy campaign to promote safe sanitation practices (UNICEF)	Percentage of population with improved sanitation practices	B=TBD	T= increase by 50% by 2015		
	1.1.6 Develop a BCC strategy for scaling up household water treatment practices (UNICEF) (same as in Outcome 8)	Percentage of household treating their drinking water	B=21%	T= increase by 50% by 2015		
	1.1.7 Strengthen the capacity of the Government and civil society organizations to develop and implement an evidence-based behaviour change communication strategy to revitalize family planning efforts. (UNFPA )	Behaviour change communication strategy for family planning developed and implemented.	No strategy	Strategy developed and implemented	Project record	Civil society organizations, local governments, MoHF
Output 1.2 Children, youth and women have equitable access to nutrition and related health services (UNICEF, WHO)		-Prevalence of wasting and stunting in children under 5	10.6% severely wasted and 18.9% stunted in 2009	reduced to 5% reduced to 7%	DHS, annual surveys and reports	National leadership from Ministry of Health and Family (main IP) and Ministry of Education supported by local government
		% of children (6 month old) exclusively breastfed  Nutrition and food safety Standards, guidelines and tools developed	47.8 % in 2009  Some guidelines and food safety standards available	75% Exclusively Breast Fed  Revised and new, nutrition and food safety, standards, guidelines and tools developed	DHS; National Micronutrient Survey	
	1.2.1 Support for revision of National Nutrition Strategic Plan (WHO)	Revised National Nutrition Strategic Plan including Micronutrient Policy	National Nutrition Strategic Plan available	Revised National Nutrition Strategic Plan developed (by 2011)	MoH&F	

**UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES**

**HEALTH :**

**National Development Priority : Strengthen health promotion, protection and advocacy for healthy public policies; enhance response of health system in emergencies**

Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
1.2.2 Support for revision of National Strategic Plan for Prevention and Control of Non-communicable Diseases (WHO)	Revised National Strategic Plan for Prevention and Control of Non-communicable Diseases developed	National Strategic plan for Prevention and Control of Non-communicable Diseases (2008-2010) available	Revised National Strategic Plan for Prevention and Control of Non-communicable Diseases developed (by 2011)		
1.2.3 Capacity strengthened for food and nutrition surveillance (WHO)	Number of atolls from which staff trained in the area of food and nutrition surveillance	5	10	MoH&F	
1.2.4 Strengthen capacity for Food Safety outbreak investigation and response (WHO)	Number of atolls from which staff trained in the area of Food Safety outbreak investigation and response	Staff trained at central level	10	MoH&F	
1.2.5 Strengthening capacities of MoH&F and other stakeholders in food safety (WHO)	Proportion of food establishments adhering to food safety standards and regulations	Data not available	> 90%	MFDA report	
1.2.6 Strengthening the capacity of the Maldives Food and Drug Authority and National Health Laboratory to monitor quality and safety of food products (WHO)					
1.2.7 Capacity of health care providers enhanced in delivery of adolescent & youth friendly health services (WHO)	Number of atolls with health care providers trained in provision of adolescent and youth friendly health services	Data not available	10	MoH&F	
1.2.8 Global School Health Survey conducted in 2014 (WHO)	GSHS 2014	GSHS 2009 completed	GSHS repeated in 2014	MoH&F	
1.2.9 Global Youth Tobacco Survey (GYTS) conducted in 2013 (WHO)	GSHS 2013	GSHS 2004	GSHS repeated in 2013	MoH&F	
1.2.10 Support implementation of National Nutrition Strategic Plan by : Monitoring changes in nutrition status among U5 & knowledge level among care givers (UNICEF)	% of mothers with correct knowledge on initiation of complementary feeding.	76%	90%	Annual reports from MoHF, ONCHSS (Annual), KAP study	MoHF implementing and facilitating
1.2.11 Building capacity for use of U5 standard growth monitoring tools and nutritional surveillance system (UNICEF)	% of islands entering data for ONCHSS	34%	90%	Annual reports from MoHF, ONCHSS, KAP study	
1.2.12 Expanding and strengthening the community based essential nutrition interventions through IECD/ PDH	# of children benefited from IECD/ PDH interventions	TBD	Increase by 50%	Annual reports from MoHF, ONCHSS, KAP study	

**UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES**

**HEALTH :**

**National Development Priority : Strengthen health promotion, protection and advocacy for healthy public policies; enhance response of health system in emergencies**

	Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
	(UNICEF)					
	1.2.13 Strengthen interventions for maternal health during pregnancy and childbirth. (UNICEF)	% of pregnant women using/consuming iron folic acid for at least 2 months during pregnancy	80%	95%	Annual reports from MoHF, ONCHSS, KAP study	
	1.2.14 Support to sustain high coverage on immunization and safe health care practices. (UNICEF)	% of coverage for all EPI vaccines maintained	97%	97%	Annual reports from MoHF, ONCHSS, KAP study	
Output 1.3 Enhanced equitable access of men, women and young people to reproductive health services (UNFPA, WHO, UNICEF)		Contraceptive prevalence rate	27%	45%	DHS Over-the-counter availability of contraceptives/Existence of social barriers to contraceptive use	National leadership from Ministry of Health and Family (main IP) and Ministry of Education supported by local government and provincial capacities
	1.3.1 Capacity strengthened for delivery of maternal and newborn services (WHO)	% of deliveries among the most vulnerable attended by skilled birth attendants % of health care providers provided with refresher training on maternal and new born care	90%	95%	DHS Skilled health personnel are assigned to all levels of health care systems MoH&F reports	
	1.3.2 Capacity strengthened to address inequities of access to quality RH services (WHO)	Percentage of pregnant women receiving 4 or more ANC checkups by a skilled provider	85.1% MDHS (2009)	> 95%	DHS	
	1.3.3 Strengthening capacity for monitoring and evaluation of intervention for RMNCH (WHO)	Number of atolls with health care providers trained to conduct Maternal and perinatal death audits DHS conducted	Central level	10	DHS	
	1.3.4 Support to conduct Maldives Demographic Health Survey (2014) (WHO, UNICEF, UNFPA)		DHS 2009 completed	DHS repeated in 2014	DHS	
	1.3.5 Strengthen the capacity for reproductive health commodity security, including the expanded use of the Logistics Management Information System. (UNFPA)	Computer-based logistics management information system is in place at national and sub national levels.	no system in place	system in place	MoHF records	
	1.3.6 Develop a knowledge base on emerging SRH issues, such as declining contraceptive use and increasing adolescent pregnancy, through research and surveys (UNFPA)	Number of research and surveys conducted in the emerging SRH issues	0	5	Project records	

**UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES**

**HEALTH :**

**National Development Priority : Strengthen health promotion, protection and advocacy for healthy public policies; enhance response of health system in emergencies**

	Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
	1.3.7 Strengthen the capacity of civil society organizations to provide SRH information and services, including for migrant populations (UNFPA)	Number of sub-national governments with NGOs/CBOs providing information and services on reproductive health and rights	0	6	Project records	
	1.3.8 Provide technical assistance for policy development in RH to support the role of the MoHF regarding decentralization, privatization and emergency preparedness in the health sector, including development of RH protocols/SOPs and guidelines for quality assurance to be used in decentralized and privatized health settings. (UNFPA)	Standard operating Procedures(SOPs) for government authorities, local administrations, for equitable RH service delivery  Strategic national action plan on disaster risk reduction and climate change incorporates RH and gender issues	No SOPs available  None	SOPs available and used  Issues incorporated into strategic national action plan	Project records  Project records	
	1.3.9 Support institutional and technical capacity building for service providers in counseling techniques and special needs of adolescents to enhance and provide youth friendly services (UNFPA)	Number of health facilities in Male' and selected islands providing youth-friendly health services.	0	5	Project records	
	1.3.10 Strengthen the capacity of the health sector to provide youth-friendly health and RH services in Male and selected islands, including through school health settings (UNFPA)					
	1.3.11 Strengthen the capacity of the health sector to provide youth-friendly health and RH services in Male and selected islands, including through school health settings (UNFPA)					
Output 1.4 Capacity of health system strengthened to address health and nutrition during emergencies (WHO, UNICEF, UNFPA, UNOPS)		# of atolls with rapid response teams WHO	6 in 2009	20 Atolls	MoHF Reports	National leadership from Ministry of Health and Family (main IP), in close collaboration with the Ministry of Housing and Environment (NDMC) and Ministry of Education supported by local government
		% of hospitals that conducted vulnerability assessment in emergencies	NIL	7	MoHF Reports	
		Disaster Preparedness plans (health) and SOPs developed	Available at central level	Regional / Atoll level to be developed	MoHF Reports	
	1.4.1 Support for updating of health sector component (including RH and gender issues) of the National Disaster	Health sector component (including RH and gender issues)of National Disaster Preparedness and	Health sector component of National Disaster Preparedness and	Health sector component (including RH and gender issues)of National	MoHF Reports	NDMC

**UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES**

**HEALTH :**

**National Development Priority : Strengthen health promotion, protection and advocacy for healthy public policies; enhance response of health system in emergencies**

Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
Preparedness and Response Plan and development of protocols and SOPs (linked to Output 1.3) (WHO, UNFPA)	Response Plan reviewed and updated Protocols and SOPs on RH and gender issues under national emergency response developed	Response Plan available  NIL	Disaster Preparedness and Response Plan revised  Protocols and SOPs on RH and gender issues developed	MoHF Reports	Emergency medical services (EMS)/MMDF, MOHF, NDMC
1.4.2 Strengthen public health emergency preparedness and response through capacity building and establishing appropriate information systems (WHO)	Number of atolls with trained staff in public health emergency preparedness and response	TBD	20	MoHF Reports	
1.4.3 Build national capacity by training health professionals in triage, mass casualty management, first aid management, (WHO)	Number of atolls with trained health professionals in triage, mass casualty management, first aid management	TBD	20	MoHF Reports	
1.4.4 Support on strengthening the supply chain management process for the Ministry of Health to assure reliability and efficient procurement process, asset management, and distribution process (WHO/ UNOPS)	# of atolls with proper systems in place	1	5	MoH Annual Reports	MoHF NDMC
1.4.5 Training of emergency focal points at sub-national level to review/update sectoral emergency preparedness plans (UNICEF)	Number of sectoral emergency preparedness plan updated Number of focal points trained in each sector at sub-national level	TBD TBD (no national focal points trained)	4 sectoral plans updated by 2013 28 (4 sectors x 7 regions) by 2014	Project reports	

## UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES

### EDUCATION

National Development Priority: Equitable access to quality education for holistic development of child in all regions, including children with special needs. Align the education system to the economic and social needs of the country.

	Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
Outcome 2 : Children including those with special needs and vulnerable youth are engaged in quality, gender-responsive, and relevant educational programmes (UNICEF, UNFPA, WHO, ILO, UNESCO)		Net enrolment rate in preschools disaggregated by gender, by special needs	81% (source: MOE School stats 2008)	90%	MoE Stats(EMIS)(Annual); ILO will commission a survey	National leadership by Ministry of Education and Ministry of Human Resources, Youth and Sports
		Net enrolment rate for primary disaggregated by gender, by special needs	95.8% (source: MOE School stats 2008)	99%		
		Transition rate to secondary disaggregated by gender, by special needs	96% (source: MOE School stats 2008)	99%		
		% of children of compulsory education age who are not engaged in child labor (change indicator to reflect both primary and pre-school)	Baseline to be established in 2010	Increased by 10%		
	Output 2.1 Children enjoy learning in a comprehensive child friendly environment (UNICEF, UNESCO)		% of schools that meet the standards for child friendly schools at 'progressing' level	0%	30% of schools meet the standards at progressing level	MoE Stats(EMIS), ESQID report(Annual)
Output 2.2 An inclusive education policy and strategy, including for children with special needs, is in place (UNESCO, UNICEF)	2.1.1 Capacity building of national/sub national staff for monitoring compliance against Child Friendly School standards (UNICEF, UNESCO)	- # of pre-schools with school improvement plans	0%	50%	ESQID Reports	Leadership by ESQID in coordinating at national/sub-national level and support from sub-regional offices and TRCs
	2.1.2 Technical Assistance for development of related policies (UNICEF, UNESCO)	- # of primary schools with school improvement plans	0%	30%	ESQID Reports	
		# of policies developed	NIL	3	MoE/ESQID Reports	
	A comprehensive inclusive education policy developed	NIL	Policy in place	ESQID MoE Stats; ESQID	National leadership by Ministry of Education with support from civil society and communities	
	% of children (boys and girls) with special needs participating in special needs programmes	0%	50%			
	Strategic action plan developed	NIL	Available by 2011	MoE reports/website		
	2.2.1 Technical Assistance for development of policy and strategy on inclusive education (UNESCO, UNICEF)					

**UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES**

**EDUCATION**

**National Development Priority: Equitable access to quality education for holistic development of child in all regions, including children with special needs. Align the education system to the economic and social needs of the country.**

	Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
Output 2.3. Institutional capacity for teacher development in early years and special needs education strengthened (UNICEF, UNESCO, WHO)	2.2.2 Advocate for allocation of budget for implementation of inclusive education policy (UNICEF, UNESCO)	# of schools with budget allocated for implementation of policy	0%	50%	MoE reports	
	2.2.3 Advocate for implementation of inclusive education policy (UNICEF, UNESCO)	No of schools with a trained SEN teacher	7	100 % by 2015	MoE Stats	
	2.2.4 Develop an evidence-based advocacy for inclusive education (UNESCO)	An evidence based advocacy strategy for inclusive education is developed and ready for implementation.	TBD	Promoted debates, networking and practitioners's fora for advancing inclusive practices and school environments.  Promoted interactive and experiential teaching-learning methodologies	MoE Stats/  MoE reports	Leadership from EDC and support for implementation from sub-regional offices
		% of trained preschool teachers	30%	50% 20% At least 3 studies done during the new country programme	MoE/FE monitoring data	National leadership by Ministry of Education
		% of teachers trained in SEN	0%			
		# of research reports on early years and special needs teacher education and learning achievements	NIL			
	2.3.1 Support to training of preschool and SEN teachers (UNICEF)	Percentage of trained preschool teachers	30%,	60% by 2013	MoE stats FE reports	Initiative from FE and support from MoE for salaries of preschool and SEN teachers
	2.3.2 Technical assistance to develop capacity to undertake research on pre-service teacher education in early years and SEN (UNICEF)	Percentage of schools with a trained SEN teacher  Number of research reports on early years;	7 %,  0	100% by 2015  2 by 2015		
	2.3.4 Strengthening Capacity of School Counsellors, Teachers and Health Assistants with focus on Community-based Rehabilitation of Children with	Number of research reports on special needs teacher education Number of schools with trained counsellors, teachers and health assistants	0 22	2 by 2015 75	MoE reports	

## UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES

### EDUCATION

**National Development Priority: Equitable access to quality education for holistic development of child in all regions, including children with special needs. Align the education system to the economic and social needs of the country.**

Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
Intellectual Disability (WHO)					
2.3.5 Support to the development of a comprehensive plan for teacher development and management, (including a systematic process for using ODL and ICT for training).(UNESCO)	Teacher development and Management Plan	NIL	Plan in place and operational	MoE monitoring data	Ministry of Education: lead UNESCO/UNICEF: technical and financial support
2.3.6 Support for the development of an ICT in education policy (UNESCO)	A comprehensive policy in place	NIL	Policy in place and operational	MoE monitoring data	Ministry of Education: lead UNESCO: technical and financial support With support civil society
2.3.7 Support for strengthening technical capacity of a core team of master trainers of science and ESD from the Faculty of Education (Maldives College of Higher Education) (UNESCO)	Number of master trainers participated in the training programme on inter active teaching learning	TBD	TBD	MOE, baseline and end line Study	MoE (EDC, focal point for implementation) Faculty of Education (Maldives College of Higher Education)
2.3.8 Pre service teachers training on teaching-learning of science and ESD(UNESCO)	Percentage of trainees trained in science and environment	TBD	50% secondary teachers trainees trained in science and environment	Project reports	Pre service teachers training on teaching-learning of science and ESD.
2.3.9 Development and roll out of Open and Distance Learning programmes in science and environment (UNESCO)	Modules for Open and Distance learning programs for in-service and pre service teacher training in science and environment developed and rolled out	TBD	TBD	Project reports	
Output 2.4 Children and vulnerable youth participate in appropriate life skills based education programmes (UNFPA, UNICEF, WHO, ILO)	% of schools offering life skills education programmes	5% schools (2008)	All	MOE/MOHF Annual Reports Ministry of Human Resources, Youth and Sports Reports	Main implementing partner is Ministry of Human Resources, Youth and Sports, with support from MOE and HRCM and civil society
	# of Youth Centers in Male and selected islands offering life skills education	One (1)	Five (5)		
2.4.1 Contribute to the development of a framework/package for life skills education (UNICEF)	Percentage of schools offering life skills education programmes	5%	50% by 2015	MoE reports KAP study	Leadership and initiative from Ministry of Human Resources, Youth and Sports, with support from MOE and HRCM and civil society
2.4.2 Capacity building for life skills	Percentage of school children	TBD in 2010	50 % by 2015		



**UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES**

**EDUCATION**

**National Development Priority: Equitable access to quality education for holistic development of child in all regions, including children with special needs. Align the education system to the economic and social needs of the country.**

	Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
	based education in schools (UNICEF)	with appropriate knowledge on sustainable environmental practices				
	2.4.3 Technical Assistance to develop a BCC strategy /campaign on sustainable environmental practices in schools ( UNICEF )	Percentage of schools with active environmental clubs	TBD	100% by 2012		
	2.4.4 Strengthen capacity to undertake programmes on adolescent mental health promotion (WHO)	Number of atolls where health care providers trained to implement adolescent mental health promotion programme	0	10	M oH F Annual Reports	National leadership from Ministry of Health and Family (main IP) and Ministry of Education supported by local government
	2.4.5 Coordinate support in operationalising LSE in the school curriculum (UNFPA , WHO, UNICEF)	% of schools offering life skills education programmes	5% schools (2008)	All	MOE record	Education Development Center of MoE
	2.4.6 Strengthen capacity of Youth Centers in Male and selected islands to provide life skills education, counseling and youth-friendly SRH information, including on HIV/AIDS, violence against women and girls, and other gender issues (UNFPA)	# of Youth Centers in Male and selected islands offering life skills education	One (1)	Five (5)	MHRYS record	MHRYS and civil society organizations
	2.4.7 Provide technical assistance to develop a health strategy for youth that includes access to RH services and information with participation of young people (UNFPA) (Same activity as under Output 5.1)	Existence of a youth health strategy that incorporates strategies to roll-out life skills education in both in and out of school settings	None	A youth health strategy developed with strategies to roll-out life skills education in both in and out of school settings	MHRYS records	MHRYS and MoHF
Output 2.5 Capacity of service providers enhanced to provide vocational guidance and job orientation (ILO, UNESCO)		# of islands where vocational guidance and job orientation services are available	Baseline to be established in 2010	Increase by 30%	MHRYS reports (Annual)	Lead role with Ministry of Human Resources, Youth, and Sports with support from MoE
		# of islands where vocational guidance and job orientation services are available	Baseline to be established in 2010	Increase by 30%	MHRYS reports	Lead role with Ministry of Human Resources, Youth, and Sports with support from MoE
	2.5.1 Technical support to the national partners in the development of guidelines and standards for vocational and technical education for service providers (UNESCO)	Developed standards and guidelines for TVEI providers	TBD	Standards and guidelines developed	MoE and MHRYS reports	MoE and Ministry of Human Resource, Youth and Sports
	2.5.2 Support in vocational skills integration in school curriculum ( UNESCO)	TBD	TBD	TBD	TBD	

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES						
SOCIAL PROTECTION AND SOCIAL SECURITY FLOOR						
National Development Priority : Establish a social floor (minimum social protection), to lay down the foundation of a system that is preventive (against poverty shocks), promotive (expand opportunities), and transformative (cohesion)						
Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies	
<b>OUTCOME 3 :</b> Most vulnerable and socially excluded groups have equitable access to basic child and family protection services (UNICEF, UNFPA, UNESCO, WHO, ILO)	Rate of response to persons seeking/ accessing basic child and family protection services in Male and atoll level,	(536 persons registered in 2009)	100% response rate to all requests for assistance received	Child protection database (Annual)	National leadership by Ministry of Health and Family through Department of Gender and Family Protection Services and Ministry of Human Resources, Youth and Sports	
Output 3.1 Most vulnerable and socially excluded groups have increased knowledge and skills to protect themselves from abuse and exploitation and have access to gender-responsive coordinated protection, rehabilitation, and after-care services (UNICEF, UNFPA, WHO)	% of vulnerable and socially excluded who have Knowledge and skills to protect themselves from abuse and exploitation.	Baseline to be established by 2010	Increased by 30%	KAP surveys to be conducted to establish the base lines. Annual reports Data from the Maldives Child /Women Protection Database	National leadership by Ministry of Health and Family through Department of Gender and Family Protection Services	
	# of children reached through child helpline	700 calls attended, 44 cases attended. Remaining calls sought information	All cases reported via Child Helpline to be attended and reported		Mobilization of civil society and NGO participation	
	% of eligible clients registered/ reached with after care services	NIL	75% of clients reached			
	% of women & girls affected by violence accessing health and protection services	Baseline to be established by 2010	Increased by 50%			
	% of functioning rapid response teams	NIL	20 RR Teams			
3.1.1 Technical support for strengthening institutional capacity for delivery of Social Service Worker Course (UNICEF)	Human resource for delivery of SSW Course available at FHS	1	10	Annual Report of FHS/MCHE , MoHF/DGFPs	MoHF/DGFPs MPS/FCPD MCHE/FHS	
3.1.2 Technical support for strengthening services at Family and Children Service Centers and Child and Family Protection Services (UNICEF)	% of reported cases of violence against children and women reached by FCSC /CFPS. # of functioning rapid response team	TBD Nil	Increase by 50% 21	Maldives Child/Women Protection Database KAP survey	NGOs and Community Based Groups Department of Gender and Family Protection Services (DGFPs), MoHF, Family Protection Unit/IGMH, FCPD/MPS,	

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES						
SOCIAL PROTECTION AND SOCIAL SECURITY FLOOR						
National Development Priority : Establish a social floor (minimum social protection), to lay down the foundation of a system that is preventive (against poverty shocks), promotive (expand opportunities), and transformative (cohesion)						
	Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
		Number of women and girls affected by violence accessing health and protection services. (UNFPA)	183 (2009)	275		
	3.1.3 Develop mechanism for monitoring service delivery at FCSC & CFPS (UNICEF)	# of FCSCs meeting minimum standards for service delivery	Nil	20		
	3.1.4 Expand/Strengthen Maldives Child Protection Database (UNICEF)	% of reported child protection cases lodged into the database	TBD	100%		
	3.1.5 Capacity building of CBO/NGO for development and delivery of community based child abuse prevention programmes (UNICEF)	# of NGOs and CBOs trained and delivering community based programmes for prevention of child abuse	TBD	Increase by 30%		
	3.1.6 Operationalize the national action plan on violence against women and girls (UNFPA)	National Action Plan on Violence Against Women and Girls	Not operational	Operational	UNFPA annual reports	DGFPS/MoHF
	3.1.7 Support to the development of operational guidelines and monitoring tools for the shelters (UNFPA)	Number of shelters operational and used by female survivors of violence.	0	2	DGFPS record (Annual)	DGFPS/ MoHF
	3.1.8 Technical support to train service providers to run the shelters for survivors of violence (UNFPA)	Number of women and girls affected by violence accessing health and protection services	183	275	Data from the Maldives Child/Women Protection Database	DGFPS/MoHF, Family Protection Unit/IGMH, Police
	3.1.9 Build capacity to introduce screening of GBV cases by health service providers (this includes the revision of the existing training module + training of service providers). (UNFPA)	Gender-based violence incorporated into the training curriculum for relevant categories of health care providers.	not incorporated;	Incorporated	MOHF record	MoHF, Faculty of Health Science
	3.1.10 Strengthening health sector response to GBV (WHO)	# of atolls with health care providers atolls sensitized on GBV	TBD	10		
	3.1.11 Development of the operations procedures on clinical management of rape cases. (UNFPA)	Existence of guidelines and standard operating procedures on clinical management of rape.	no guidelines or procedures;	guidelines and procedures established	MOHF record	MoHF Department of Gender & Family
Output 3.2 Legal environment for social protection services strengthened (UNICEF, ILO)		Number of relevant laws and regulations enacted	Draft bills (Children's Act, Revised Family Law, Disability Law, Law on Elderly, Youth	Relevant laws (Children's Act, Revised Family Law, Disability Law, Law on	Government Gazette (Twice a week)	

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES

SOCIAL PROTECTION AND SOCIAL SECURITY FLOOR

National Development Priority : Establish a social floor (minimum social protection), to lay down the foundation of a system that is preventive (against poverty shocks), promotive (expand opportunities), and transformative (cohesion)

Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
	Support provided to families with children in conflict with the law	Law) are available	Elderly, Youth law) and guidelines enacted 50%	Juvenile Justice Unit, Department of Gender & Family Protection Services, Maldives Police Service records (Annual)	
	- Children and families as victims and witnesses receive protection services	NIL	50%	Department of Gender & Family Protection Services S records and MCPD	
3.2.1 Technical support to develop institutional capacity for incorporating child rights into the new legislation and their implementation (UNICEF)	Social Protection Act Children's Act	N/A Drafted	Ratified Ratified and reviewed for implementation	Government Gazette Review report	MoHF/DGFFPS, MoE,
3.2.2 Develop capacity of civil society and national institutions to implement communication strategy and monitoring mechanism for the new Acts (UNICEF)	Regulation for Disability Act Toolkit	N/A N/A	In place by 2012 Available		
<b>OUTCOME 4: Social security floor implemented as part of the national social security strategy to provide the vulnerable and socially excluded groups with systematic access to social security (ILO, UNICEF, UNESCO)</b>	Proportion of vulnerable and socially excluded individuals who benefit from social security schemes	Health 100%, absolute poverty group and above 65, 100%; and general population, 16%, 2009	100% 100% 50%	Annual reports of DGFFPS, VPA, HIES	National leadership by Ministry of Health and Family through Department of Gender and Family Protection Services, with support from the Ministry of Human Resources, Youth and Sports
Output 4.1 Institutional capacity strengthened for effective design, delivery and monitoring of the social security floor benefits security schemes, including the costing of social security floor benefits (ILO, UNESCO)	% of staff trained for delivery of social security floor benefits -Integrated monitoring System established Social Security Floor benefits costed Ministerial attendance	Baseline to be established in 2010 Partial System in Place Partially costed NIL	100% Monitoring System fully operational Cost / Projections Available 1 sub-regional ministerial conference every 2 years 1 1 per conference	Annual reports of DGFFPS, VPA, HIES Annual reports of DGFFPS, VPA, HIES Report of the Ministerial Meeting	National leadership by Ministry of Health and Family
	4.1.1 sub-regional ministerial conference on social protection policies in South Asia organized to increase exchange of best practices in the region, disseminate research information, improve policy formulation and advocate for a South				Facilitating the participation and contribution of Maldives Minister of Health and Family

**UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES**

**SOCIAL PROTECTION AND SOCIAL SECURITY FLOOR**

**National Development Priority : Establish a social floor (minimum social protection), to lay down the foundation of a system that is preventive (against poverty shocks), promotive (expand opportunities), and transformative (cohesion)**

Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
Output 4.2 Legal and institutional framework established for provision of social security in conformity with ILO social security standards, notably the Social Security (Minimum Standards) Convention, 1952 (No. 102), (ILO, UNICEF)	Asian Social Protection Floor (SPFI), to be held in Sri Lanka, February 2011 (ILO, UNICEF, IMO, IDRC, UNESCO)		Policy statement signed		
		Social Security Law enacted	Law enacted	Government Gazette	National leadership by Ministry of Health and Family through Department of Gender and Family Protection Services, with support from the Ministry of Human Resources, Youth and Sports and private sector
		Health Insurance Law enacted	Law enacted		
		Regulations, procedures and guidelines under Pension Act in place	Nil	Regulations and procedures and guidelines in place	
4.2.1 Technical support for development of a national strategy for inclusion of the most vulnerable women and children in legislation (UNICEF)	# of laws, regulations and policies that meet the social protection guidelines for the most vulnerable women and children	N/A	All relevant laws	Review Reports	MoHF/DGFPS, Parliament, NSPA, Pension's Office, & MoFT

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES							
SUBSTANCE ABUSE AND HIV PREVENTION							
National Development Priority : Provision of affordable basic healthcare as integral component of socio-economic development, and a coordinated and comprehensive national response to substance abuse							
Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies		
Outcome 5 : Most at risk (MARP) and vulnerable populations have equitable access to drug and HIV prevention, treatment, care and support services (UNDP,WHO, UNICEF, UNODC, UNFPA, ILO, UNAIDS, UNESCO)	% of MARPs and Vulnerable populations (youth 15-24) who access the services available	Baseline to be established in 2010	50% of MARPs access available services	Annual reports and results of BBS and other surveys	Ministry of Health and Family, Ministry of Human Resources, Youth & Sports and NGOs, with support from the Global Fund on HIV/AIDS		
Joint Programme on Substance Abuse and HIV Prevention							
Output 5.1 Access to effective HIV prevention services increased for MARPs, Vulnerable Populations (UNICEF, UNODC, UNFPA, UNDP, WHO, ILO, UNAIDS)	% of MARPs and vulnerable populations who correctly identify ways to prevent sexual transmission of HIV	BBS 2008 2009	60%	KAP 2010/11; BBS 2011, DHS 2014	Ministry of Health and Family, Ministry of Human Resources, Youth & Sports, Ministry of Education, and NGOs		
5.1.1 Mobilise resources and broker support for the development of the new NSP on HIV 2012-2016 with priority prevention for MARPs UNAIDS / UNJTA)	# of resources mobilised # of agencies contributing support	NIL	TBD	UNJTA biennial review			
5.1.2 Mobilise resources and broker technical support for Global Fund HIV proposal development and implementation support. (TAF/TSF) (UNAIDS / UNJTA)	# of resources mobilised # of technical support days provided	Round 10 Proposal developed with UN agencies' support submitted	TBD	UNJTA biennial review			
5.1.3 Behavior Change Communication Strategy reviewed and implemented for MARPs and vulnerable population ... (UNODC/UNDP)	- BCC Strategy reviewed for MARP and vulnerable population - Implementation of the strategy # of NARPS and vulnerable populations reached	Existing Strategy	40% of the MARPS and vulnerable population mapped	Project reports	Ministry of health and family (CCHED,DDPRS) & NGOs		

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES							
SUBSTANCE ABUSE AND HIV PREVENTION							
National Development Priority : Provision of affordable basic healthcare as integral component of socio-economic development, and a coordinated and comprehensive national response to substance abuse							
Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies		
5.1.4 Multi Advocacy strategy developed and implemented <ul style="list-style-type: none"> <li>to increase awareness and enhance access to drug and HIV prevention, treatment, care and support for MARPS and vulnerable population .</li> <li>to address to reduce . Stigma and Discrimination (UNODC /UNDP)</li> </ul>	Implementation of the strategy # of MARPs and vulnerable population reached - Multi Advocacy Strategy Developed to reduce S&D	TBD None	TBD Multi Advocacy strategy developed and implemented	Project reports	DDPRS, NGO'S		
5.1.5 Support provided for health systems strengthening to improve preventive services for HIV : promoting voluntary testing, counseling and safe-sex practices as part of health care services: (WHO, UNDP)	Number of atolls with health care providers trained to provide preventive services for HIV	TBD	20	MoH&F and Project Reports	Ministry of Health and Family and support from the Global Fund on HIV/AIDS		
5.1.6 Strengthen VCT services – (WHO, UNDP)	# of people received VCT services	900 Dec 2010	1200	Surveillance Report	Ministry of Health and Family and support from the Global Fund on HIV/AIDS		
5.1.7 Capacity strengthened for prevention of HIV transmission in health sector through adoption of universal precautions among health care providers and safe blood transfusions (WHO,UNDP)	Number of atolls with health care providers using universal precautions	TBD	20	MoH&F and Project Reports	Ministry of Health and Family, Ministry of Human Resources, Youth & Sports and NGOs, with support from the Global Fund on HIV/AIDS		
5.1.8 Technical Support provided to undertake mapping and , to develop advocacy & communication strategy and programme implementation for MARA (UNICEF)	Advocacy campaign implemented and evaluated  % of MARA with correct knowledge of HIV (proportion of MARA accessing services)  Categories and # of service providers trained on programming for MARA  Baseline data on MARA in place	TBD  97%  TBD  N/A	Implemented and evaluated  99%  80%	Annual reports from MoHF, MoE, MHRYS ONCHSS, KAP Survey Evaluation Report	MoHF/DDPRS, MHRYS, MoE, WHO, NGOs		

**UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES**

**SUBSTANCE ABUSE AND HIV PREVENTION**

**National Development Priority : Provision of affordable basic healthcare as integral component of socio-economic development, and a coordinated and comprehensive national response to substance abuse**

	Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
Output 5.2 Most At Risk Populations and youth have access to harm reduction interventions and rehabilitation services (UNODC, UNICEF, UNDP, WHO, UNOPS)	5.1.9 Provide technical assistance to develop a health strategy for youth that includes access to RH services and information with participation of young people (UNFPA) (Same activity as under Output 2.4)	Existence of a youth health strategy that incorporates strategies to provide effective HIV prevention services for vulnerable youth	NIL	A youth health strategy developed with strategies to provide effective HIV prevention services for vulnerable youth	MHRYS record	MHRYS and MoHF
	5.1.10 Strengthen capacity of Youth Centers in Male and selected islands to provide life skills education, counseling and youth-friendly SRH information, including on HIV/AIDS, violence against women and girls, and other gender issues (UNFPA) (Same activity as under Output 2.4)	Number of Vulnerable youth who had access to effective HIV prevention services through Youth Centers	0	TBD	Project records	Health centers in the project sites
Output 5.2 Most At Risk Populations and youth have access to harm reduction interventions and rehabilitation services (UNODC, UNICEF, UNDP, WHO, UNOPS)	5.2.1 To provide technical assistance to implement comprehensive programme for drug users (Prevention, treatment and rehabilitation) ( UNODC/UNDP)	# of treatment centers fully operational	Four (1 rehabilitation, 2 Detoxification centers, 1 methadone clinic)	Seven	BBS 2011 Global fund / MoHF project reports	Department of Drug Prevention and Rehabilitation Services (Ministry of Health & Family) and NGOs
		% of MARPs and youth who access services	Baseline to be established in 2010	Increase by 30%	Project reports	Department of Drug Prevention and Rehabilitation Services (Ministry of Health & Family) and NGOs
Output 5.2 Most At Risk Populations and youth have access to harm reduction interventions and rehabilitation services (UNODC, UNICEF, UNDP, WHO, UNOPS)	5.2.2 Strengthening capacity of MoH&F and other stakeholders for implementation of harm reduction strategies for substance abuse (WHO)	Number of atolls with harm reduction strategies in place	TBD	20	MoH&F and Project Reports	Ministry of Health and Family – Department of Drug Prevention and Rehabilitation Services, CCHDC, Ministry of Education and NGOs
	5.2.3 Support provided for implementation of strategies to discourage use of tobacco and drugs (WHO)	Number of atolls in which strategies to discourage use of tobacco and drugs is implemented	TBD	20	MoH&F and Project Reports	Ministry of Health and Family – Department of Drug Prevention and Rehabilitation Services, CCHDC, Ministry of Education and NGOs
Output 5.2 Most At Risk Populations and youth have access to harm reduction interventions and rehabilitation services (UNODC, UNICEF, UNDP, WHO, UNOPS)	5.2.4 Support implementation of community-based strategies to address health problems	Number of atolls where community based interventions implemented	TBD	20	MoH&F and Project Reports	Ministry of Health and Family – Department of Drug Prevention and Rehabilitation Services, CCHDC, Ministry of Education and NGOs



## UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES

### SUBSTANCE ABUSE AND HIV PREVENTION

National Development Priority : Provision of affordable basic healthcare as integral component of socio-economic development, and a coordinated and comprehensive national response to substance abuse

Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
due to psychoactive substance use (WHO) emphasizing more on Mental Health	to address health problems due to psychoactive substance use				and Rehabilitation Services, CCHDC, Ministry of Education and NGOs
5.2.5 Drug Users Survey Followed by Need assessment if Needle Exchange programme is required in Maldives (TBD)	# of drug users and cohorts reached	none	TBD	Survey report	Department of Drug Prevention and Rehabilitation Services (Ministry of Health & Family) and NGOs
5.2.6 Strengthen Project Management capacity of government entities to perform infrastructure projects and programmes – Transversal support. (UNOPS)					
5.2.7 Strengthen capacity of NGOs to deliver drug abuse and HIV prevention programmes for Most-At-Risk-Adolescents (UNICEF)	% of identified adolescent drug users reached by NGOs	TBD	80%	Annual reports from MoHF, MoE, MHRYS ONCHSS, KAP Survey	MoHF/DDPRS, MHRYS, MoE, WHO, NGOs
5.2.8 Support NGO capacity development to deliver aftercare services(UNICEF)	Category and # of service providers trained on MARA	Nil	10	Training curriculum materials Reports	
Output 5.3 Service providers have enhanced capacities to deliver comprehensive packages for HIV prevention (UNODC, UNFPA, UNDP, WHO, UNICEF)	No. of service providers staff trained	693	400 additional staff trained	Global fund / MoHF project reports	Ministry of Health and Family and NGOs
5.3.1 Provide technical assistance and support to civil society organizations working with MARPs to strengthen programming capacity. (UNAIDS / UNJTA)	# of technical support days provided	NIL	30 days	UNJTA biennial review	
5.3.2 Support organizational strengthening and capacity needs assessment of key civil society organizations engaged in priority prevention. (UNAIDS / UNJTA)	# of organizations where capacity needs have been assessed # of technical support days provided	NIL	3 organisations 30 days	UNJTA biennial review	
5.3.3 Capacity building in the following areas: • Blood transfusion safety (140) • Voluntary counselling and Testing (40)	No. of service providers staff trained No. of service providers peer	693	400 additional staff trained	Global fund / MoHF project reports	Ministry of Health and Family and NGOs

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES						
SUBSTANCE ABUSE AND HIV PREVENTION						
National Development Priority : Provision of affordable basic healthcare as integral component of socio-economic development, and a coordinated and comprehensive national response to substance abuse						
	Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
	<ul style="list-style-type: none"> <li>Clinical management of STI (80)</li> <li>DU/ IDU and migrant Peer educators trained (40) (UNDP)</li> </ul>	educator s trained				
	5.3.4 Programmatic and Financial Management Capacity strengthened of the National AIDS program MOH (UNDP)	Programmatic and Financial Management systems established	Existing systems	Programmatic and Financial Management systems in place	Programmatic and Financial Management systems in place and smooth functioning	Ministry of Health and Family
	5.3.5 Comprehensive package for prevention of HIV developed and capacity strengthened to implement the same (UNDP/UNODC) <ul style="list-style-type: none"> <li>IDU/IDU</li> <li>MSM</li> <li>FSW</li> <li>Youth</li> <li>Migrant Workers</li> </ul>	Guidelines for delivery of targeted interventions (comprehensive packages for HIV prevention) in place  # of service providers trained to deliver the comprehensive services	None	Guidelines for delivery of targeted interventions (comprehensive packages for HIV prevention) in place and programmes implemented	Printed guidelines; programmatic reports	Ministry of Health and Family
	5.3.6 Strengthening capacities of MoH&F in prevention, surveillance, diagnosis, care and management of HIV/AIDS/STI (WHO)	Number of atolls with health care providers trained in prevention, surveillance, diagnosis, care and management of HIV/AIDS/STI	Data not available	20	MoH&F and Project reports	Ministry of Health and Family - CCHDC
	5.3.7 Capacity building for staff at Correctional & Training Centre for Children to deliver drug abuse and HIV prevention programmes for MARA. (UNICEF)	Number of staff at the facility with correct knowledge on programming for MARA and delivering drug abuse and HIV prevention programmes at the CTCC	Nil	All	MOHAJJU	Ministry of Home Affairs
	5.3.8 Strengthen capacity of the health sector to provide youth-friendly health and reproductive health services in Male and selected islands, including through school health settings (UNFPA) (Same activity as under Output 1.3)	Number of service providers trained on youth-friendly services including comprehensive HIV prevention packages	Nil	TBD	Project reports	Ministry of Human Resources, Youth and Sports
Output 5.4 Legal barriers to effective HIV and drug abuse prevention identified and addressed (UNICEF, UNODC, UNAIDS, UNDP, WHO)		No. of bills ratified or amended	NIL	One	Government Gazette	Ministry of Health and Family, Attorney Generals Department

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES						
SUBSTANCE ABUSE AND HIV PREVENTION						
National Development Priority : Provision of affordable basic healthcare as integral component of socio-economic development, and a coordinated and comprehensive national response to substance abuse						
Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies	
5.4.1 Provide need based legal assistance to Government of Maldives for review of existing legislation to improve access to treatment and rehabilitation services for drug users (UNODC)	Ratification of Drug Bill	NIL	One Bill	Government Gazette	Ministry of Health and Family, Attorney Generals Office, Peoples Majlis	
5.4.2 Organize capacity building programmes to enhance competency of judges to administer drug control legislation (new drug bill) in a framework that respects the rights of drug users especially children with drug problems. (UNODC)	# of trainings held	NIL	2 trainings	Project report (MDV K30)	Judicial Services Commission, Courts	
5.4.3 Organize capacity building programmes for law enforcement officers and the legal fraternity including prosecutors to improve access to services for drug users in conflict with law. (UNODC)	# of trainings held	NIL	2 trainings	Project report (MDV K30)	PG Office, Maldives Police Service	
5.4.4 National and local level key stake holders advocacy meetings (UNDP)	# of advocacy meetings held	4 meetings held	1 meeting per quarter	Meeting minutes/reports	UNDP with stakeholders working in this field	
5.4.5 Advocate for removal of barriers to HIV prevention programmes, particularly laws or regulations that impede (a) the distribution of sexual health education and information; (b) the provision of condoms, sterile injecting equipment and other harm reduction measures; and (c) work with members of vulnerable populations, including sex workers, men who have sex with men, people who use drugs, and prisoners (WHO)	Advocacy workshops for policy makers and other stakeholders	TBD	5	MoH&F and Project Reports	Ministry of Health and Family, CCHDC and NGOs	
5.4.6 Advocacy to promote treatment and rehabilitation for drug users under 18years(UNICEF)	Proportion of adolescents drug users accessing treatment & rehabilitation services	TBD	Increase by 50%	Annual Reports of MoH/DDPRS Government Gazette	MoH/DDPRS, NGOs, DRC & RDRC	
Output 5.5 Monitoring and evaluation capacity of Government and key stakeholders strengthened (UNICEF, UNODC, UNAIDS, UNDP, WHO)	# of M&E plans finalized and implemented	One	All relevant sectors	UNGASS report	Ministry of Health and Family, Ministry of Human Resources, Youth & Sports, NGOs	

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES							
SUBSTANCE ABUSE AND HIV PREVENTION							
National Development Priority : Provision of affordable basic healthcare as integral component of socio-economic development, and a coordinated and comprehensive national response to substance abuse							
	Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies	
		# of relevant staff trained	7	20-	Global fund / MoHF project reports		
	5. 5.1 Technical assistance and support for partners in the national response to generate strategic information products for evidence based programming, advocacy, reporting. (UNAIDS, UNDP, UNODC, WHO, UNICEF)	# of strategic information products produced (ie BBS, UNGASS reporting, Situation Analysis, Mapping and Size estimations of MARPs, MARA)	2010 UNGASS Report 2008 BBS	5	UNJTA biennial review	UNAIDS	
	5.5.2 Strengthen key stakeholder (government and civil society) systems for monitoring and evaluation, including data collection capacity. (UNAIDS, UNDP, UNODC, WHO)	# of M&E plans finalized and implemented # organizations / government departments with functioning M&E	M&E Plan for NSP 2007 - 2011	???	UNJTA biennial review	NAP, MoHF, NGOs	
	5.5.3 Build capacity of key stakeholder staff (government and civil society) in monitoring and evaluation processes. (UNAIDS, UNDP, UNODC, WHO)	# of staff trained in M&E processes		???	UNJTA biennial review	NAP, MoHF, NGOs	

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ECONOMIC SECTOR AND DECENT WORK

National Development Priority: Promote SME development, to diversify the economy and increase livelihoods and employment especially for women, and consolidate support services for SME development.

	Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
<p><b>OUTCOME 6 :</b> Opportunities are created for diversification of the economy in selected regions (UNDP, ILO, FAO, UNOPS, UNIDO, UNWTO,IFAD)</p>		Percentage of employment / income earned from SMEs, Tourism, Fisheries and Agriculture	NIL	30%	-	<p>Min of Economic Development, Min of Human Resources, Youth and Sports, Maldives National Chamber of Commerce &amp; Industry, private sector, province offices, Ministry of Fisheries and Agriculture, Min of Tourism, MATI, Maldives vocational Training Institute (Tourism), Parliament, Capital Market Development Authority (CMDA), Maldives Monetary Authority (MMA), JCIIM</p>
		# and type of private sector partners in selected services	Baseline to be established in 2010	Increase by 30%	-	
<p>Output 6.1 Business development and entrepreneurial capacity of SME's strengthened and expanded in selected regions (UNDP, FAO, UNIDO, ILO, UNCTAD, UNOPS)</p>	6.1.1 Technical assistance to operationalize SME policy, legislation and formalization of the SME sector (UNDP)	Existence of an active SME council Legislation implemented Percentage of SMEs registered	Non-active None None	Active by 2011 Legislation passed in 2011 At least 50% SMEs are registered	Minutes of the SME council meetings Parliament records Registration records	
	6.1.2 Facilitate the set up of the SME Bank through additional assessments (UNDP)	# necessary arrangements in place for establishing SME Bank	Study on financial constraints, lending methodology and business plan	All necessary arrangements are in place to establish the SME bank by 2015	Assessment reports, Annual and Quarterly Reports submitted to UNDP by the IP	
	6.1.3 Establish support infrastructure (business incubators) for prioritized sectors such as farming, mariculture, handicrafts(UNDP withSGP support)	# of sectors with business incubators	1 (ICT) business incubator	3 business incubators established and at least one incubator operational by 2012	Technical reports on setting up business incubators, Annual and Quarterly Reports submitted to UNDP by the IP	
	6.1.4 Expand Business Development Services (BDS) facilities and strengthen capacity to prioritize women entrepreneurs. (UNDP, ILO (SIYOB))	# of Business Development Service (BDS) facilities available # business development tools utilized	3 BDS centres None	5 BDS centres SIYOB and other tools tested/ utilised	Annual and Quarterly Reports submitted to UNDP by the IP	Ministry of Economic Development, MNCCI, Private sector , NGOs
	6.1.5 Test and facilitate the adopting of sustainable business models for BDS operation (UNDP)	# Number of BDS facilities for which sustainable operational arrangements are adopted	None	Mechanism established for self sufficient operation of at least 2 centres by 2015	Annual and Quarterly Reports submitted to UNDP by the IP	Ministry of Economic Development, MNCCI, Private sector, NGOs
	6.1.6 Support the capacity development of infrastructure contractors in management and technical skills (UNOPS)	# of local technical infrastructure small contractors	None	At least 1 each year	Training report	Ministry of Finance – Department of National Planning – Ministry of Housing and Environment, MNCCI, Private sector
	6.1.7 Prepare an Agricultural Extension and Communication System (FAO)	Existence of an Agricultural Extension and Communication plan	Non-active	System is active	Annual and Quarterly Reports submitted to FAO by the IP	Ministry of Agriculture and Fisheries
Output 6.2 Food and income security	% of local agriculture and fishery products marketed to tourist	NIL	30%	-	Ministry of Fisheries and Agriculture, Min of Tourism, Min of	

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ECONOMIC SECTOR AND DECENT WORK

National Development Priority: Promote SME development, to diversify the economy and increase livelihoods and employment especially for women, and consolidate support services for SME development.

Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
6.2.8 Prepare a forestry sector development plan (FAO)	Existence of the Forestry Sector Development Plan	NIL		MOFA Annual Report	Ministry of Fisheries and Agriculture, Ministry of Environment
6.2.9 Carry out a Mariculture Assessment and prepare a Development Plan (FAO)	Existence of the Mariculture Assessment Report and the Development Plan	NIL	Mariculture Development Plan is developed by 2012 and implemented	MOFA Annual Report	MOFA
6.2.10 Develop Coconut Sector Assessment and Rehabilitation Programme (FAO)	Existence of Coconut Sector Assessment Report and the Rehabilitation Programme	NIL	Coconut Sector Rehabilitation Programme initiated in 2012 and implemented by 2015	MOFA Annual Report	Ministry of Fisheries and Agriculture (MOFA), IFAD, and provincial offices
6.2.11 Provide assistance in the drafting of Agricultural Legislation for the Maldives (FAO)	Existence of the Legislation	NIL	Legislation drafted by 2011 and implemented by 2015	MOFA Annual Report	MOFA
6.2.12 Provide assistance to develop a mechanism to address the Papaya Mealy bug (FAO)	Existence of the Mechanism	NIL	Mechanism developed and implemented	MOFA Annual Report	MOFA
Output 6.3 Participation of private sector in selected service provision through operationalizing institutional and regulatory frameworks for PPP operational (UNDP, UNICEF)	# of legislation and guidelines supporting PPP in selected service delivery	NIL	-	Government Gazette (Twice a week)	Privatization Committee, Min of Econ Development, Min of Tourism, MHTE, Business Associations (such as MNCCI, MACI, MATI); Attorney General's Office, Ministry of Home Affairs, Parliament, Private sector
	Public-private forum in place and functioning	NIL	Public-private forum in place and functioning	Forum minutes	
	# of capacity development programmes to facilitate PPP	NIL	All Atolls	PPP guidelines – Invest Maldives records	
	Corporate Social Responsibility plan to engage private sector operational	NIL	National plan established and implemented	MoED Reports	
6.3.1 Provide technical support to formulate laws and regulations to promote the enabling environment for PPP in prioritized sectors (sectors envisaged for support include waste, energy, health, education, BDS) (UNDP)	# of legislation and guidelines supporting PPP in selected service delivery	Review of existing policies, institutions and regulations I support of PPP	Draft bills submitted to Majlis by 2013 All required guidelines drafted by 2012	Parliamentary Forum minutes PPP guidelines – Invest Maldives records MoED Reports	Min of Econ Development, Privatization Committee, Min of Tourism, MHTE, Business Associations (such as MNCCI, MACI, MATI); Attorney General's Office, Ministry of Home Affairs, Parliament, Private sector
6.3.2 Document existing PPP in water sector and Pilot PPP in selected service delivery areas (waste, energy, BDS) for	# PPP pilot projects operationalised	Lessons learned from previous PPP in the water sector	3 PPP projects operational in selected sectors by 2014	Report on Water Sector, Scoping Mission reports for PPP pilot projects, Annual	Min of Econ Development, Privatization Committee, Min of Tourism, MHTE, Business

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ECONOMIC SECTOR AND DECENT WORK

National Development Priority: Promote SME development, to diversify the economy and increase livelihoods and employment especially for women, and consolidate support services for SME development.

Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
demonstration and replication (UNDP, UNICEF)				and Quarterly Reports submitted to UNDP by the IP	Associations (such as MNCCI, MACI, MATI); Province and Island offices, Ministry of Home Affairs, Parliament, Private sector
6.3.3 Facilitate the exchange of knowledge and dialogue on economic issues and PPP through a public-private forum (UNDP)	Public-private forum in place and functioning # of awareness raising sessions conducted	NIL	Public-private forum in place and functioning by Jan 2012 2 awareness sessions every year	Public/Private/CSO Dialogue meeting minutes	
6.3.4 Provide technical advice and training to stakeholders on implementing PPP programmes in selected sectors (UNDP)	# of trainings / technical notes prepared	NIL	2 every year	Training reports	Privatization Committee, Min of Econ Development, Min of Tourism, MHTE, Business Associations (such as MNCCI, MACI, MATI); Attorney General's Office, Ministry of Home Affairs, Parliament, Private sector, NGOs
6.3.5 Develop appropriate guidelines to support PPP in local service delivery (within the decentralized governance framework) (UNDP)	# of sectors for which guidelines are developed	None	All required guidelines developed and finalised for at least 4 sectors by 2015	Awareness session reports	
6.3.6 Develop and operationalise a national plan for promotion of CSR including the establishment of local Global Compact network(UNDP)	Existence of an operational plan Establishment of Global Compact Local Network	NIL	National plan developed by end of 2011 and operationalised from 2012 Global Compact Local network functional by mid 2011	Guidelines records in the line ministry/Attorney General's Office Stakeholder workshop reports , Annual and Quarterly Reports submitted to UNDP by the IP , CMDA reports	MNCCI, Private Sector, JCIM, Ministry of Economic Development , Capital Market development Authority, NGOs
6.3.7 Strengthen capacity of business associations to promote the interests of their respective sector (UNDP)	# associations trained	None	At least 1 associations trained per year	Training reports, Annual and Quarterly Reports submitted to UNDP by the IP	Ministry of Economic Development, Business Associations, private sector
Output 6.4 National capacity strengthened to implement trade and investment strategy, as part of implementing strategy for LDC graduation(UNCTAD, UNDP, ESCAP)	# of existing trade preferences maintained/extended # of new investments in selected sectors # trainings conducted to the trade coordination committee and ministry officials Existence of the revised trade legislation	1 Nil NIL Trade legislation (Trade Act)	3 Increased by 30% At least 2 trainings conducted per year Revised Trade legislation finalized and submitted to Majlis by end 2012	Trade agreements Investment database/Invest Maldives records Training reports	Ministry of Economic Development, Ministry of Foreign Affairs, Invest Maldives, Min of Finance and Treasury Ministry of Economic Development, Trade coordination committee Ministry of Economic Development, Attorney generals' office, parliament, private sector

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ECONOMIC SECTOR AND DECENT WORK

National Development Priority: Promote SME development, to diversify the economy and increase livelihoods and employment especially for women, and consolidate support services for SME development.

	Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
	6.4.3 Strengthen national capacity to expand international economic cooperation(UNDP)	# information sessions / # technical notes	Limited	At 1 information session per year Technical advice mobilized as required	Technical reports and advisory notes	Ministry of Economic Development, Ministry of Foreign Affairs, Invest Maldives, Min of Finance and Treasury , private sector, MNCCI
<b>OUTCOME 7: Creation of opportunities for decent work and labor markets better governed and regulated in line with ILO principles / standards (ILO, UNDP, WHO)</b>		Ratification of the eight core Conventions of the ILO by 2015.	NIL	8	Submissions to the ILO	Ministry of Human Resources, Youth and Sports; Labor Tribunal, Employee associations, Employers Organisations
		# of supporting legislation	NIL	As required	Government Gazette	
	Output 7.1 National Policy and Plan of action for decent work and employment developed and implemented. (ILO, UNDP)	Policy and Plan developed	NIL	Policy and Plan developed through consultation and endorsed by tripartite partners by 2013	Policy and Plan endorsed by Cabinet	Ministry of Human Resources, Youth and Sports; Labor Tribunal, Employee associations, Employers Organisations.
	7.1.1 Develop a national framework for decent work with emphasis on female and youth unemployment (ILO/UNDP)	Policy and Plan developed	NIL	Policy and Plan developed through consultation and endorsed by tripartite partners by 2013	Policy and Plan endorsed by Cabinet	Ministry of Human Resources, Youth and Sports; Labor Tribunal, Employee associations, Employers Organisations.
	7.1.2 Undertake a comprehensive labour sector study to identify and prioritise issues for employment and to address issues of migrants, working conditions, collective bargaining (UNDP, ILO)	Existence of the study No of issues covered	Nil Nil	Study completed and finalized by end 2012 Quarter 1 Employment needs, Migration, working conditions, collective bargaining covered, expatriate labor	Assessment report, Annual and Quarterly Reports submitted to UNDP by the IP	Ministry of Human Resources, Youth and Sports;
<b>Output 7.2 Labor administration system strengthened (ILO)</b>		% of staff at the labor tribunal , labor inspectorate, tripartite labor Advisory board and Wage board trained	Baseline to be established in 2010	At least 10% of the staff in each institution trained	Productivity reports from each institution	Ministry of Human Resources, Youth and Sports; Labor Tribunal, Employee associations, Employers Organisations.
	7.2.1 Undertake a baseline assessment on the level of capacity existing in the 3 entities Labour Tribunal, Labour	Existence of a baseline study	None	Study completed and finalized by mid 2011	Capacity Needs Assessment reports	Ministry of Human Resources, Youth and Sports;



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ECONOMIC SECTOR AND DECENT WORK

National Development Priority: Promote SME development, to diversify the economy and increase livelihoods and employment especially for women, and consolidate support services for SME development.

	Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
Output 7.3 Multi-sector human resource plan to address training and job needs, operational (ILO,UNDP)	Inspectorate and Tripartite Labour Advisory Committee (ILO) 7.2.2 Provide a comprehensive capacity building programme for the Labour Tribunal, Labour Inspectorate and Tripartite Labour Advisory Committee and Ministry (ILO)	% of staff at the labor tribunal, labor inspectorate, tripartite labor Advisory board and Wage board trained	Baseline to be established in 2010	At least 10% of the staff in each institution trained	Productivity reports from each institution	Ministry of Human Resources, Youth and Sports; Labor Tribunal, Employee associations, Employers Organizations.
	7.2.3 Develop key legislation to support the ratification of ILO conventions (ILO)	# of supporting legislations	NIL	legislation covering all 8 core ILO conventions drafted and submitted to Majlis by end of 2011	Majlis forum minutes; Draft technical reports on legislation	Ministry of Human Resources, Youth and Sports; Attorney Generals' office, Parliament
	7.2.4 Prepare guidelines for institutional coordination among the key entities (ILO)	Existence of an institutional coordination mechanism	None	Mechanism effective by mid 2012	Records of guidelines in the ministry	Ministry of Human Resources, Youth and Sports; AG Office
		No. of job placements through the ESS system	NIL	TBD	ESS system	Employment Sector councils
Output 7.4 Capacities strengthened to deliver occupational health and safety services (WHO,ILO)		No. and types of specific retraining programmes implemented	NIL	At least 40% of retrenched employees retrained	-	Ministry of Human Resources, Youth and Sports, Civil Service Commission, President's Office, Ministry of Finance and Treasury
	7.3.1 Develop the Multi-sector human resource plan (ILO/UNDP)	Existence of the Plan Labour needs assessments conducted	Nil 4 sector assessments	Plan endorsed by Jan 2013, implemented from 2013 Assessments and projections developed for all key sectors	Stakeholder workshop reports, Annual and Quarterly Reports submitted to UNDP by the IP	Ministry of Human Resources, Youth and Sports;NGos Private sector, line ministries
	7.3.2 Employment Services System (ESS) strengthened (ILO)	No. of modules added to the system No. of women using the system	Nil	3 modules by 2015	Data extracted from the system	Ministry of Human Resources, Youth and Sports;
	7.3.3 Strengthen capacity of vocational training institutions, youth centres and job centres including their employment/career development programmes (UNDP, ILO)	# of TOT conducted # programmes with job experience components/ # media materials circulated # career forums held # sessions to sensitise/promote female employment NGO participation	Limited  None 1 None	At least 2 TOT programmes conducted each year / at least 50% of programmes integrate job placement At least 5 type of materials produced and utilized At least 1 each province At least 2 each year	Training reports, Annual and Quarterly Reports submitted to UNDP by the IP Media campaign report, Utilisation of information online Career Forum report Sensitization sessions minutes	Ministry of Human Resources, Youth and Sports; NGOs, Vocational training centres, JCIM
	7.3.4 Conduct advocacy (awareness and information sharing/exchange) to promote employment particularly among women and youth (UNDP, ILO)	# of OSH trained at Atoll level	Baseline to be established in 2010	At least 2 staff trained in each Atoll	Monitoring reports from the OSH Division	Ministry of Health and Family with support from Ministry of Human Resources, Youth and Sports

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ECONOMIC SECTOR AND DECENT WORK

National Development Priority: Promote SME development, to diversify the economy and increase livelihoods and employment especially for women, and consolidate support services for SME development.

Supporting Activities	Indicators	Baseline	Targets	Means of Verification (and frequency)	Role of Partners / Implementing Agencies
	Integrated OSH inspectorate with labor inspectorate	NIL	Integrated	Training reports and manuals, OHSAS	
	OSH regulations in place	NIL	Developed	Standards and guidelines	
7.4.1 Conduct Training of Trainers programmes on occupational health and safety services(ILO/WHO)	# of OSH trained at Atoll level I	Baseline to be established in 2010	At least 2 staff trained in each Atoll	Monitoring reports from the OSH Division	Ministry of Health and Family with support from Ministry of HR, Youth and Sports.
7.4.2 Strengthen institutional framework for monitoring occupational health and safety services (ILO/WHO)	Integrated OSH inspectorate with labor inspectorate	NIL	OSH inspectorate integrated with labor inspectorate	Training reports and manuals; OHSAS	Ministry of Health and Family with support from Ministry of HR, Youth and Sports.
7.4.3 Develop regulations on occupational health and safety services (ILO/WHO)	OSH Regulations in place	Chapter in Employment Act	Regulations developed by mid 2012 and fully implemented by 2015	standards and guidelines records in the ministry	

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES

ENVIRONMENT MANAGEMENT, WATER AND SANITATION, CLIMATE CHANGE ADAPTATION AND DISASTER RISK REDUCTION

National Development Priority : Protect And Preserve The Natural Environment To Ensure Prosperous Economic Development And Healthy Communities; Reduce Green House Gas Emissions And Achieve Carbon Neutrality; Promote Renewable Energy Technology Applications; Build Institutional Framework For Drr And Climate Change Adaptation

SUPPORTING ACTIVITIES	INDICATORS	BASELINE	TARGETS	MEANS OF VERIFICATION (AND FREQUENCY)	ROLE OF PARTNERS / IMPLEMENTING AGENCIES
<p><b>OUTCOME 8 :</b> Communities have access to safe drinking water and adequate sanitation and sustainably manage the natural environment to enhance their livelihoods (UNICEF, UNDP, UNEP, WHO, FAO, UNICEF, ILO, UNOPS)</p>	% of population with access to safe and improved drinking water (UNICEF)	83% (2006)	100%	National surveys	<p>Ministry of Housing Transport and Environment, Ministry of Fisheries and Agriculture, Ministry of Tourism Arts &amp; Culture, Ministry of Home Affairs, Ministry of Health &amp; Family, Ministry of Human Resources Youth and Sports, local governments, Pvt sector, NGOs</p>
	# of local partnerships on sustainable environment management (UNDP)	NIL	20 Local partnerships on ecotourism, mangrove & coral reef protection established by 2015	State of the Environment Reports	
<p>Output 8.1 Communities have access to safe drinking water and have sufficient quantities of water to support agriculture (UNICEF, UNDP, UNOPS, WHO, FAO)</p>	% of population with access to improved drinking water sources	83% (2006)	100% by 2013	National surveys	<p>Main implementing partner – Ministry of Housing Transport and Environment with collaboration of Environment Protection Agency and Ministry of Home Affairs, Ministry of Health and Family and the private sector</p>
	% of households treating their drinking water	28 % 2009	100% by 2013	National surveys	
<p>8.1.1 Disseminate information and advocate for the principles in the (draft) Water Act (UNDP, UNICEF, WHO)</p>	National Water Act enacted and regulations established	Act being drafted by 2010	Water Act legislated and regulations in place by 2012	Government Gazette (Twice a week)	<p>Ministry of Fisheries and Agriculture reports/surveys</p>
	# of islands engaged in agriculture	46 (IFAD report)	70 demonstration island practicing sustainable agriculture	Ministry of Fisheries and Agriculture reports/surveys	
<p>8.1.2 Technical support to demonstrate islands for sustainable agricultural practices (FAO)</p>	National Water Act enacted and regulations established	Act being drafted	Water Act legislated and regulations in place by 2012	National Water Act on Government Gazette	<p>Main implementing partner – Ministry of Housing &amp; Environment with collaboration of Environment Protection Agency and Ministry of Home Affairs, Ministry of Health and Family and the private sector</p>
	# of islands engaged in agriculture	46 (IFAD report)	70 demonstration island practicing sustainable agriculture	Ministry of Fisheries and Agriculture reports/surveys	
<p>8.1.3 Technical support to develop and implement a strategy for country level monitoring of progress on water and sanitation (UNICEF)</p>	Monitoring strategy developed and implemented	N/A	Available by 2012	Annual reports from DNP, MHE, MOE KAP Study	<p>Department of National Planning, Ministry of Housing &amp; Environment, EPA, Ministry of Education</p>
	Guidelines and regulations established and implemented	Draft available	Implemented by 2013		
<p>8.1.5 Develop a hygiene promotion programme to scale up and sustain WASH in schools (UNICEF, WHO)</p>	Percentage of schools with safe drinking water, toilets and hand washing facilities	KAP study being developed by 2010	Increase by 80% by 2015		
	IWRM framework developed and implemented	Project developed and submitted for funding	available by 2013		

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES						
ENVIRONMENT MANAGEMENT, WATER AND SANITATION, CLIMATE CHANGE ADAPTATION AND DISASTER RISK REDUCTION						
National Development Priority : Protect And Preserve The Natural Environment To Ensure Prosperous Economic Development And Healthy Communities; Reduce Green House Gas Emissions And Achieve Carbon Neutrality; Promote Renewable Energy Technology Applications; Build Institutional Framework For Drr And Climate Change Adaptation						
SUPPORTING ACTIVITIES	INDICATORS	BASELINE	TARGETS	MEANS OF VERIFICATION (AND FREQUENCY)	ROLE OF PARTNERS / IMPLEMENTING AGENCIES	
Output 8.2 Communities have access to improved sanitation facilities (UNICEF, WHO, UNOPS)	resource management (UNICEF, UNDP)					
	8.1.7 Support to the implementation of integrated water resource systems (UNOPS, UNICEF, UNDP)	No. of islands with improved water supply systems	Nil	25% by 2015		
		% of population with access to improved sanitation facilities	88% (Census 2006)	100% by 2015	National surveys National quality Water quality surveillance reports	Main implementing partner – Ministry of Housing Transport and Environment with collaboration of Environment Protection Agency and Ministry of Health & Family, local governments, communities and the private sector
		% of population practicing safe sanitation and improved hygiene behavior	Baseline to be established in 2010	100% by 2015		
		% of islands with improved ground water quality	4 islands	60 islands by 2015		
	8.2.1 Capacity building of service providers for provision of safe water and sanitation services (UNICEF)	No. of service providers with improved capacity to operate and maintain water and sanitation systems	n/a	100% by 2015	Annual reports from MHE National water quality surveillance reports	Ministry of Housing & Environment, EPA
	8.2.2 Support on the construction and sustainable design of sanitation services on the islands (UNOPS)	No. of islands with access to improved sanitation facilities	n/a	100% by 2013		
	8.2.3 Technical support to develop a monitoring mechanism for ground water and effluent quality (UNICEF)	No. of islands regularly monitoring the groundwater and effluent quality	n/a	50% by 2015		
	8.2.4 Develop and support the implementation of a BCC strategy for scaling up household water treatment practices (UNICEF, WHO)	Percentage of households treating their drinking water	21% of households	50% by 2015		
	8.2.5 Develop a hygiene promotion programme to scale-up and sustain WASH in schools (UNICEF, WHO)	Percentage of schools with safe drinking water, toilets and hand washing facilities	KAP study being developed	80% by 2015		
8.2.6 Conduct a comprehensive advocacy campaign to promote safe sanitation practices (UNICEF, WHO)	Percentage of population with improved sanitation practices	TBD	Increase by 50% by 2015	MHE Annual Reports		

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES

ENVIRONMENT MANAGEMENT, WATER AND SANITATION, CLIMATE CHANGE ADAPTATION AND DISASTER RISK REDUCTION

National Development Priority : Protect And Preserve The Natural Environment To Ensure Prosperous Economic Development And Healthy Communities; Reduce Green House Gas Emissions And Achieve Carbon Neutrality; Promote Renewable Energy Technology Applications; Build Institutional Framework For Drr And Climate Change Adaptation

SUPPORTING ACTIVITIES	INDICATORS	BASELINE	TARGETS	MEANS OF VERIFICATION (AND FREQUENCY)	ROLE OF PARTNERS / IMPLEMENTING AGENCIES
Output 8.3 Communities have access to waste management systems, including health care waste (UNDP, UNICEF, WHO, UNEP, UNOPS, FAO)	% of island with adequate solid waste disposal systems	117 (EPA estimate)	100%	Ministry of Housing Transport & Environment (Environmental Protection Agency) reports	Main implementing partner is Environment Protection Agency & Waster Management Council with collaboration of Ministry of Health & Family, Ministry of Home Affairs, local governments and communities, civil society, and the private sector
	#r of islands using waste water for agriculture	NIL	10	Ministry of Fisheries and Agriculture Reports	
	% of population with access to improved sanitation facilities	88% (Census 2006)	100% by 2015	National surveys National surveys Water quality surveillance reports	Main implementing partner – Ministry of Housing Transport and Environment with collaboration of Environment Protection Agency and Ministry of Health & Family, Ministry of Home Affairs,, local governments, communities and the private sector
	% of population practicing safe sanitation and improved hygiene behavior	Baseline to be established in 2010	100% by 2015		
	% of islands with improved ground water quality	4 islands	60 islands by 2015		
	<b>Joint Programme on waste management</b>				
8.3.1 Support development of appropriate waste collection system at atoll level (UNDP)	-% of island with adequate solid waste disposal centers -No. of waste collection operators functioning in target atoll	117 islands with waste disposal centers (EPA estimate)	100% by 2015 - at least one in target atoll by 2012	Ministry of Housing & Environment (Environmental Protection Agency) reports	Main implementing partner is Environment Protection Agency & Waster Management Council with collaboration of Ministry of Health & Family, Ministry of Home Affairs, local governments and communities, civil society, and the private sector, MHE
8.3.2 establish a local level coordination mechanism to share info & best practices (UNDP)	-no of exchange visits conducted by island councils and wrm service providers	Nil	2 per year, & documented		
8.3.3 promote waste management policy/regulation/standards at high levels including MPs (UNDP)	high level workshop held for MPs and Ministers / State Ministers	nil	2 workshops held by 2012		
8.3.4 support to enhance technical capacity of EPA, Waste Management Cooperation & waste management service providers (UNDP, UNOPS)	WMC				
8.3.5 Technical assistance to islands in using waste water for agriculture (FAO)	#r of islands using waste water for agriculture	NIL	10 by 2015	Ministry of Fisheries and Agriculture Reports	
8.3.6 Build community capacity to manage household waste and waste water (UNDP, UNICEF)	Percentage of households engaged in composting and reuse of waste water	TBD	increase by 50% by 2015	Ministry of Housing & Environment (Environmental Protection Agency)	Environment Protection Agency

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES						
ENVIRONMENT MANAGEMENT, WATER AND SANITATION, CLIMATE CHANGE ADAPTATION AND DISASTER RISK REDUCTION						
National Development Priority : Protect And Preserve The Natural Environment To Ensure Prosperous Economic Development And Healthy Communities; Reduce Green House Gas Emissions And Achieve Carbon Neutrality; Promote Renewable Energy Technology Applications; Build Institutional Framework For Drr And Climate Change Adaptation						
	SUPPORTING ACTIVITIES	INDICATORS	BASELINE	TARGETS	MEANS OF VERIFICATION (AND FREQUENCY)	ROLE OF PARTNERS / IMPLEMENTING AGENCIES
Output 8.4 Communities efficiently manage natural resources for eco-system benefits and generate sustainable livelihoods (UNDP, UNOPS, UNEP, FAO, ILO)	8.3.7 Strengthen capacity for implementation of strategies for health-care waste management in the framework of the national waste management programme. (WHO)	Number of hospitals in which health care waste management guidelines implemented	n/a	20	reports MoH&F reports	MoH&F
		# of islands with land use plan	20	Land use plan developed for 198 islands by 2015	Ministry of Housing Transport & Environment reports	Main implementing partner is Ministry of Housing Transport and Environment with Ministry of Agriculture and Fisheries, local governments and private sector
		# of community level partnerships on sustainable environment management established	2	20 Local partnerships on ecotourism, mangroves, and coral reef protection	Ministry of Housing Transport & Environment and project reports	
		No. of islands with land use plan by 2015	20	Land use plan developed for 198 islands by 2015	Ministry of Fisheries and Agriculture Reports	Main implementing partner is Ministry of Housing and Environment with Ministry of Agriculture and Fisheries, local governments and private sector
Output 9.1 A coherent mechanism developed for renewable energy systems establishment (UNDP, UNEP, UNOPS)	8.4.1 Develop participatory and gender sensitive plans for sustainable environment management and utilization (UNDP)	No. of islands with land use plan by 2015	20	Land use plan developed for 198 islands by 2015		
	8.4.2 Forge community level partnerships with private sector for sustainable environment management (UNDP)	No. of community level partnerships on sustainable environment management established by 2015	2	20 Local partnerships on ecotourism, mangroves, and coral reef protection		
	8.4.3 Promote organic agriculture for sustainable livelihood (UNDP, FAO, UNOPS)	No. of islands practicing organic agriculture	NIL	20 islands by 2015		
	8.4.4 Drafting of Environmental Law (UNEP)	Existence of draft Environmental bill	NIL	Enactment of Environmental Legislation	Government Gazette	
OUTCOME 9: Enhanced capacities at national and local levels to support low carbon life-styles, climate change adaptation, and disaster risk reduction (UNDP, UNEP, WHO, ISDR, ESCAP, UNOPS, UNICEF, UNESCO, UNFPA, UNIDO)		National climate change strategy in place	NIL	National climate change strategy operational by 2012	Ministry of Housing Transport & Environment Reports	Ministry of Housing Transport and Environment (National Disaster Management Centre), Ministry of Fisheries & Agriculture, Ministry of Tourism Arts & Culture, Ministry of Health & Family, Ministry of Home Affairs, Ministry of Human Resources Youth & Sports, Pvt sector, NGOs
		National platform for Disaster Risk Reduction established	NIL	National platform for DRR operational by 2015	Ministry of Housing Transport & Environment Reports	
		Environment Management/Climate Change/ Disaster Risk Reduction incorporated in school curriculum	Piloted curriculum in 7 schools (primary and secondary)	All schools impart training by 2015	Ministry of Educational (Educational Development Centre)	
	Legislation and policy in place	Legislation and policy in place	NIL	Energy Law, Building Code, and Customs regulation on appliances implemented	Ministry of Housing Transport & Environment reports, Government Gazette	
	National authority on RE systems	National authority on RE systems	NIL	RE systems authority in place	Government Gazette	

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES						
ENVIRONMENT MANAGEMENT, WATER AND SANITATION , CLIMATE CHANGE ADAPTATION AND DISASTER RISK REDUCTION						
National Development Priority : Protect And Preserve The Natural Environment To Ensure Prosperous Economic Development And Healthy Communities; Reduce Green House Gas Emissions And Achieve Carbon Neutrality; Promote Renewable Energy Technology Applications; Build Institutional Framework For Drr And Climate Change Adaptation						
SUPPORTING ACTIVITIES	INDICATORS	BASELINE	TARGETS	MEANS OF VERIFICATION (AND FREQUENCY)	ROLE OF PARTNERS / IMPLEMENTING AGENCIES	
	establishment constituted No. of comparative studies initiated on RE	NIL	Reviews conducted in Five types of RE options	Study reports		
9.1.1 Support the development and implementation of policy instruments on renewable energy and energy efficiency options (UNDP)	Legislation and policy in place	draft energy policy, RE tariff structure	Energy Law, Building Code, and Customs regulation on appliances implemented by 2013	Ministry of Housing & Environment reports, Government Gazette	Ministry of Housing and Environment, Parliament, Ministry of Home Affairs , Attorney General Office, Pvt Sector, Ministry of Economic Development	
9.1.2 Support to develop technical capacity of MEA and CC Unit on RE systems (UNDP)	National authority on RE systems establishment constituted	NIL	RE systems authority in place by 2013	Government Gazette		
9.1.3 Conduct comparative studies on different forms and usage of RE and their suitability for the Maldives (UNDP)	No. of comparative studies conducted on RE and disseminated	NIL	Reviews conducted in Five types of RE options by 2015	Study reports		
9.1.4 Disseminate the best practices and lessons learnt on RE applications (UNDP)						
9.1.5 Assist with HPMP (HCFC Phaseout Management Plan) Plan, energy efficiency co-benefit and carbon Neutrality (UNEP, UNDP)	-Guidelines for non HCFC equipments -Regulation on HCFC -Standards and Labeling policy and institutional framework developed - National plan for investment in non-HCFC equipment developed - incentive plans developed and implemented of retrofits	NIL None - none  -none - none	-Guidelines developed by 2011 -Regulation on HCFC in place by 2011 -in place by 2012  -National Plan in place by 2011 - developed and implemented by 2014  -completed by 2014			
9.1.6 Phase-out of incandescent bulb in Male' Island (a pilot) and energy-efficiency benefits. (UNEP)	All incandescent bulbs replaced by energy efficient lighting	n/a				
Output 9.2 National institutional capacity for climate change adaptation and DRR established involving all stakeholders (UNDP, ISDR, WHO, UNEP, GEF, ESCAP, UNOPS, UNESCO, UNICEF, WHO)	National Centre of Excellence on Climate Change established	NIL	National Center on CC operational	Government Gazette	Main implementing partner is Ministry of Housing Transport and Environment with cooperation from Ministry of Home Affairs, and Attorney General Office	
	National platform for DRR established	SNAP	Disaster Management Act enacted	Government Gazette	Main implementing partner is Ministry of Housing Transport and Environment with support of Ministry of Finance & Treasury, Ministry of Education and Ministry of Home Affairs	
	National Climate Change strategy established	NIL	Climate Change strategy in place	Annual reports of Ministry of Housing Transport & Environment; reports to		

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES						
ENVIRONMENT MANAGEMENT, WATER AND SANITATION, CLIMATE CHANGE ADAPTATION AND DISASTER RISK REDUCTION						
National Development Priority : Protect And Preserve The Natural Environment To Ensure Prosperous Economic Development And Healthy Communities; Reduce Green House Gas Emissions And Achieve Carbon Neutrality; Promote Renewable Energy Technology Applications; Build Institutional Framework For Drr And Climate Change Adaptation						
SUPPORTING ACTIVITIES	INDICATORS	BASELINE	TARGETS	MEANS OF VERIFICATION (AND FREQUENCY)	ROLE OF PARTNERS / IMPLEMENTING AGENCIES	
	Impact assessments of climate change on gender and youth conducted	NIL	Disaster risk and climate change impacts on gender and youth identified and assessed.	UN bodies		
<b>Joint Programme on Climate Change Adaptation and Disaster Risk Reduction</b>						
9.2.1 Support the preparation of the 2 <sup>nd</sup> National Communication on Climate Change (UNEP)	SNC Completed	FNC	SNC completed and submitted by 2011	Government Gazette	Main implementing partner is Ministry of Housing & Environment with cooperation from Ministry of Home Affairs, and Attorney General Office	
9.2.2 Support preparation of the Maldives environment and climate change outlook (UNEP)	MECCO completed		MECCO completed and submitted by 2012			
9.2.3 Use a climate change centre to practically guide adaptation activities for public and private sector, mobilize technical support from other countries and centers of excellence, support climate change adaptation integration in to higher education and support establishment of climate change adaptation and mitigation data platform (UNDP)	National Centre of Excellence on Climate Change established	NIL	National Center on CC operational by 2012			
Support with Project Management and infrastructure development the establishment of the Climate Change Centre (UNOPS)						
9.2.4 Strengthen civil society organizations and media on advocacy for climate change adaptation and renewable energy systems (UNDP)	No. of media and civil society sensitization sessions on advocacy for climate change adaptation and renewable energy systems conducted	n/a	At least 1 workshop with minimum 20 participants by 2011			
9.2.5 Institute effective national coordination platform to assess and address climate risk reduction (UNDP)	Disaster Management Act enacted	SNAP	National platform for DRR established by 2012	Government Gazette	Main implementing partner is Ministry of Housing and Environment with support of Ministry of Finance & Treasury, Ministry of Education and Ministry of Home Affairs ,	



UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES						
ENVIRONMENT MANAGEMENT, WATER AND SANITATION, CLIMATE CHANGE ADAPTATION AND DISASTER RISK REDUCTION						
National Development Priority : Protect And Preserve The Natural Environment To Ensure Prosperous Economic Development And Healthy Communities; Reduce Green House Gas Emissions And Achieve Carbon Neutrality; Promote Renewable Energy Technology Applications; Build Institutional Framework For Drr And Climate Change Adaptation						
SUPPORTING ACTIVITIES	INDICATORS	BASELINE	TARGETS	MEANS OF VERIFICATION (AND FREQUENCY)	ROLE OF PARTNERS / IMPLEMENTING AGENCIES	
9.2.6 Provide technical and policy support to develop a national climate change strategy which identify adaptive mechanisms adopted to minimize losses from climate related impacts(UNDP)	National Climate Change strategy established	NIL	Climate Change strategy in place by 2011	Annual reports of Ministry of Housing Transport & Environment; reports to UN bodies	UNESCO National Commission and Ministry of Environment along with other UN agencies for local support and facilitation.	
9.2.7 Conduct impact assessments of climate change on gender and youth (UNDP) <i>Strengthen the analysis and data collection for impact assessments (UNOPS)</i>	# of impact assessments of climate change on gender and youth undertaken	NIL NIL	Disaster risk and climate change impacts on gender and youth identified and assessed by 2011.			
9.2.8 Strengthen the analysis and data collection for impact assessments (UNOPS) – complementary activity					DNP, MHE	
9.2.9 Strengthen the project management capacity of the MHE and service providers through capacity building processes and on the job training of key projects for implementation (UNOPS)	# of projects that follow proper project management processes		Minimum 5 projects	Project reports		
9.2.10 If found feasible based on a feasibility study, provide technical support to establish risk transfer mechanism through insurance for CC/DRR (UNDP)	Feasibility study conducted Risk transfer mechanism established through insurance for CC/DRR depending on findings of feasibility study	NIL Nil	-Study conducted by 2012 -If found feasible, a national insurance scheme for CC/DRR established by 2015	Feasibility report National report		
9.2.11 Support development of building compliance documents for critical facilities such as schools and hospitals(UNDP, WHO, UNOPS)	Compliance document for schools, mosques and hospitals in place	Nil	Compliance document for schools and hospitals operational by 2013	Government Gazette		
9.2.12 Provide support to build capacity of School Heads, leaders and teachers on sustainable environmental practices (UNICEF, UNDP)	Percentage of School Heads and leaders with appropriate knowledge on sustainable environmental practices	TBD by 2010	50% by 2015	MoE Reports KAP Study		
9.2.13 Technical assistance to develop and implement a BCC strategy /campaign on sustainable environmental practices in schools (UNICEF, UNDP)	Percentage of schools with active environmental clubs in 2012 Percentage of schools employing	TBD N/A	80% by 2012 50 % by 2015			

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES						
ENVIRONMENT MANAGEMENT, WATER AND SANITATION, CLIMATE CHANGE ADAPTATION AND DISASTER RISK REDUCTION						
National Development Priority: Protect And Preserve The Natural Environment To Ensure Prosperous Economic Development And Healthy Communities; Reduce Green House Gas Emissions And Achieve Carbon Neutrality; Promote Renewable Energy Technology Applications; Build Institutional Framework For Drr And Climate Change Adaptation						
SUPPORTING ACTIVITIES	INDICATORS	BASELINE	TARGETS	MEANS OF VERIFICATION (AND FREQUENCY)	ROLE OF PARTNERS / IMPLEMENTING AGENCIES	
	sustainable environmental practices	N/A	50 % by 2015			
	Percentage of school children demonstrating good environmental practices and behavior					
9.2.14 Climate change education; Towards a Carbon Neutral Maldives (UNESCO)	Number of consultations/workshop held	NIL	1 workshop with minimum of 20 participants	Workshop report	UNESCO National Commission and Ministry of Environment along with other UN agencies for local support and facilitation. MoH&F and MHE DNP, MHE	
9.2.15 Strengthen the project management capacity of the MHE and regional service providers through capacity building processes and on the job training of key projects for implementation (UNOPS)	# of projects that follow proper project management processes	NIL	Minimum 5 projects			
9.2.16 Strengthen the project management capacity of the MHE and regional service providers through capacity building processes and on the job training of key projects for implementation (UNOPS)	# of projects that follow proper project management processes	NIL	Minimum 5 projects	Project reports		
9.2.17 Support strengthening of environmental health governance mechanisms – greening of health services (reducing carbon foot print). (WHO)	Assessment of hospitals against the 7 elements of a climate friendly hospital	NIL	6 Regional Hospitals	MoH&F and Ministry of Housing Transport & Environment		
9.2.18 Institutional capacity development of the Maldives National Disaster Management Center (ESCAP)					NDMC	
9.2.19 Integration of disaster risk reduction and climate change adaptation to strengthen the NDMC work programme (ESCAP)					NDMC	
9.2.20 Operationalization of the Regional Integrated Multi-hazard Early Warning System (RIMES) at the Maldives Meteorology Department (ESCAP)					Maldives Meteorology Department	
Output 9.3 Community preparedness and resilience for disaster and climate change impacts enhanced (UNDP, ISDR,	# of pilot islands on coastal protection measures	NIL	Four islands	Project reports	Ministry of Housing Transport and Environment, Ministry of Finance & Treasury, Ministry of Home Affairs, Ministry of Health & Family, Local Governments, Civil society, Media	
	# of Community Based DRR plans in place	29 local plans drafted; 13 adapted; 2 simulated	40 local plans drafted, adapted, and simulated	Project reports		
	# of media campaigns conducted	One	Plus Four	Project reports		

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES						
ENVIRONMENT MANAGEMENT, WATER AND SANITATION, CLIMATE CHANGE ADAPTATION AND DISASTER RISK REDUCTION						
National Development Priority : Protect And Preserve The Natural Environment To Ensure Prosperous Economic Development And Healthy Communities; Reduce Green House Gas Emissions And Achieve Carbon Neutrality; Promote Renewable Energy Technology Applications; Build Institutional Framework For Drr And Climate Change Adaptation						
SUPPORTING ACTIVITIES	INDICATORS	BASELINE	TARGETS	MEANS OF VERIFICATION (AND FREQUENCY)	ROLE OF PARTNERS / IMPLEMENTING AGENCIES	
9.3.7 Strengthen end-to-end multi-hazard early warning system(UNDP)	# of islands early warning simulation exercises conducted	Two islands	Simulations conducted on Six islands by 2012	Project Reports	Ministry of Education Ministry of Housing & Environment	
9.3.8 Support development of Multi-Hazard National Contingency Plan (UNDP)	# of hazards for which simulation exercises conducted	Nil	Simulation of four (Tsunami/ sea swell, wind storm, flooding , earthquake) types of hazard by 2014	Project Reports		
9.3.9 Training of emergency focal points at sub-national level to review/update sectoral emergency preparedness plans (UNDP, UNICEF)	Number of sectoral emergency preparedness plan updated Number of focal points trained in each sector at sub-national level	TBD TBD (no national focal points trained)	4 sectoral plans updated by 2013 28 (4 sectors x 7 regions)by 2014 10	Project Reports		
9.3.10 Capacity strengthened to identify and implement community based approaches for reduction of health impacts of disasters and climate change (WHO)	Number of atolls implementing community based approaches	n/a		MoH&F Reports		
9.3.11 Conduct research on the needs and capacity of women and young people in the area of disaster risk reduction to inform policy development and planning (UNFPA)	Number of studies, surveys and assessments undertaken on emerging population issues, such as the impact of climate change on gender and youth, migration and urbanization	Nil	At least once during the programme cycle by 2015	Annual reports	Ministry of Environment, DNP	

## UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES

### DEMOCRATIC GOVERNANCE

National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
Outcome 10 : Increased transparency and accountability of public institutions with emphasis on decentralized bodies (UNDP, UNICEF, UNESCO, UNODC, UNOPS)	Voice and accountability indicator (World bank statistics)	36.1% (ranking in 25 <sup>th</sup> – 50 <sup>th</sup> percentile in the world)	50% (ranking in 50 <sup>th</sup> – 75 <sup>th</sup> percentile in the world)	WB Governance Indicators (Annual)	Partners are: President's Office, Civil Service Commission, Anti Corruption Commission, Ministry of Home Affairs, Department of Planning, Local Councils, Province Offices, Civil Society
Output 10.1 Local government bodies are established and fully functional (UNDP, UNODC)	# of island councils established	NIL	197 by by 2011	Government Gazette (Twice a week)	Lead partners: President's Office, Ministry of Home Affairs, Parliament
	# of island/ atoll development plans formulated/ implemented	NIL	197/20 by 2011	Local Government annual reports; Ministry of Finance & Treasury reports	
10.1.1 Strengthen institutional and human resource capacities at central and local levels in areas of planning, budgeting and good governance in a participatory manner (UNDP)	# of island/ atoll gender-sensitive and climate resilient development plans formulated/ implemented	NIL	197/20 by 2011	Local Government annual reports; Ministry of Finance & Treasury reports (Annual)	Lead partner, Anti Corruption Commission President's Office – Policy Office, Ministry of Home Affairs, Parliament, NCTI, Local Government Authority, Finance Ministry, DNP, Home Ministry
10.1.2 Set National Standards for Ethics and build institutional and human resource capacity in ethics (UNODC): - Drafting of a code of ethics for the Local Government Authority through research of best practices and stakeholder consultations - Publication and distribution of the code - Training of staff - Development of mechanism for enforcing the code	Existence of National Standard for Ethics	NIL	National Standard for Ethics drafted and approved	Govt Gazette	
10.1.3 Develop regulations and standard operating procedures (SOPs) for local government authority and local administrations for planning, budgeting and reporting arrangements, and service delivery at local level (UNDP)	# of staff of the local government bodies and LGA imparted with Ethics Training	NIL	50% staff trained	Annual reports	
10.1.4 Provide technical support and training to establish e-government system	# islands utilizing e-governance for day-to-day work	NIL	50% by 2015		
				Local Government annual reports; Ministry of Finance & Treasury reports, Local Government Authority Reports	

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES

DEMOCRATIC GOVERNANCE

National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
Output 10.2 Stakeholders participate in the formulation of policies and legislation at national and local levels (UNDP, UNICEF)	Voice and accountability indicator (World bank statistics)	36.1% (ranking in 25 <sup>th</sup> – 50 <sup>th</sup> percentile in the world)	50% (ranking in 50 <sup>th</sup> – 75 <sup>th</sup> percentile in the world)	NCT reports	Attorney-General's Office, Prosecutor-General, Ministry of Human Resources, youth and Sports, civil society
	Mechanism established to provide commentary on legislation and policies	Transparency Maldives and Maldivian Detainee Network leading initiative to establish mechanisms	Mechanism established	World Bank Governance Indicators Reports from Transparency Maldives and Maldivian Detainee Network and other civil society groups	
10.2.1 Establish institutionalized fora to increase participation and female representation in public sector reform and decentralization/local councils (including civil society and private sector participation and public consultations and commentary on legislation) ((UNDP, UNICEF )	Voice and accountability indicator (World bank statistics)	36.1% (ranking in 25 <sup>th</sup> – 50 <sup>th</sup> percentile in the world)	50% (ranking in 50 <sup>th</sup> – 75 <sup>th</sup> percentile in the world)	World Bank Governance Indicators	Attorney-General's Office, Prosecutor-General, Ministry of Human Resources, youth and Sports, civil society, Election Commission, Private sector, local governments, parliament, Ministry of Home Affairs
	# women candidates in local elections	To be established in Sept 2010	At least 200 candidates	Election Commission reports	
10.2.2 Public awareness campaign to increase public knowledge and participation in local government	Voter turnout for local elections	To be established in Oct 2010	80%		
	Mechanism established to provide commentary on legislation and policies	Transparency Maldives and Maldivian Detainee Network leading initiative to establish mechanisms	Mechanism established	Reports from Transparency Maldives and Maldivian Detainee Network and other civil society groups	
10.2.3 Technical support for development of strategy and implementation plan for child participation (UNICEF)	Institutional mechanism to provide public commentary at drafting stage of bill	NIL	Mechanism established		
	% of adolescents aware of their rights to participate	TBD	Increase by 50%	Reports from GOs & NGOs,	DGFPS, MoE, HRCM, AG Office, NGOs and Civil Society
# of consultations held with child-rights NGOs	TBD	TBD	???		

**UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES**

**DEMOCRATIC GOVERNANCE**

**National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system**

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
Output 10.3 Regulatory frameworks for public institutions established and capacities for implementation strengthened (UNDP, UNICEF, UNODC)	# of bills ratified/amended % of posts filled in staffing requirements of independent commissions	Bills drafted	Four major bills enacted (decentralization, privatization, public enterprise monitoring bill and penal code)	Government Gazette Annual reports of independent commissions	Attorney-General's Office, Parliament and the major independent commissions
	# of trained staff for specialists functions in place	Baseline to be established in 2010	All Specialists positions trained in all independent commissions		
10.3.1 Formulate laws and regulations to strengthen legislative and regulatory frameworks for public sector reforms and public institutions (including the Parliament, Anti-Corruption Commission and Civil Service Commission) at national and decentralized levels (UNDP, UNODC)	# of bills ratified/amended	Decentralisation and local elections bills ratified	Four major bills enacted ( privatization, public enterprise monitoring bill and penal code)	Government Gazette	
10.3.2 Training and awareness programme for independent institutions, parliament, government officials and civil society on new laws and regulations that promote transparency and accountability (UNDP)	# of trained staff in independent commissions	Baseline to be established in 2010	All Specialists positions trained in all independent commissions	Annual reports of independent commissions	
10.3.3 Follow up programme to implement recommendations of capacity assessment of the civil service (UNDP)	Annual reports of independent commissions	No handbooks	5 Handbooks developed on key themes		
	operational manuals / investigation & Audit checklists developed	Staff of the ACC trained on basic skills of investigation	operational manuals / investigation & Audit checklists developed by 2011		
10. 3.6 New Legislation and amendment of existing legislation as per the findings of the UNCAF Gap Analysis (UNDP, UNODC)	# of personnel trained		All the staff trained by 2012		
	# and level of implementation of recommendations from civil service capacity assessment	Capacity assessment of civil service to conducted in 2010	All recommendations approved by CSC and Govt implemented	CS reports	
10.3.7 Corruption risk assessment will be conducted and systems will be established to reduce opportunities for corruption (UNODC)	Bills passed in the Parliament	Prevention and Prohibition of Corruption Act 2000	Legislations in place by 2012		Attorney-General's Office, President's Office, Ministry of Home Affairs, Ministry of Justice, Parliament,
	Risk assessment reports of the individual departments	None	(a) Customised risk assessment tool in place by 2012 (b) Risk assessment	Government Gazette Country UNCAF Compliance Review Report by two peer countries (as per the review mechanism approved in June 2010 at Vienna) Annual reports of the ACC, and the concerned departments	Anti Corruption Commission, Auditor General's Office and identified line departments

## UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES

### DEMOCRATIC GOVERNANCE

National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
10.3.8 Identify and develop a strategic framework for intervention on the supply chain management process related to planning, procurement, logistics, asset management and disposal of assets (UNOPS)	National Strategic Action Plan drafted	NIL	reports of at least six main departments by 2014 Strategic Action Plan drafted and on implementation	Document approved and endorsed by the government	Ministry of Finance, President's Office
Output 10.4 Enabling environment and institutional frameworks strengthened for responsible and free media (UNDP, UNICEF, UNODC, UNESCO)	Relevant bills passed	NIL	Two Acts by 2011 (Media bill, Access to Information bill)	Government Gazette	
	A Media Commission established	NIL	A Media Commission established Additional twenty media organizations	Department of Information reports	
	# of media organizations	Broadcast : 4 private, 2 state; 6 daily newspapers and 15 magazines and 70 publications registered			
	Relevant bills passed	NIL	Two Acts by 2011 (Media bill, Access to Information bill)	Government Gazette	Media Council, media organizations, Ministry of Tourism, Arts and Culture , TV and Radio Stations , President's Office
10.4.1 Awareness campaign on freedom of information and expression (including advocacy strengthened legislative framework)(UNDP, UNESCO)					
10.4.2 Institutional and human resource capacity development of media (including of Media Council and media organizations and personnel) (UNICEF,UNDP, UNODC, UNESCO)	A functioning Media Council	A Media Council established	Media Council fully functioning	Department of Information reports	
	Worldwide Press Freedom Index	102 th ranking	80 <sup>th</sup> ranking	Reporters with Borders website	
	# of media organizations	Broadcast : 4 private, 2 state; 6 daily newspapers and 15 magazines and 70 publications registered	Additional twenty media organizations especially at local level		
10.4.3 Conduct series of workshops for media personnel (ethics, investigative journalism, etc) (UNESCO)	# of media personnel trained	TBC	TBC		
10.4.4 Sensitization of the Media on Transparency and Accountability issues (UNODC)	# of media personnel trained	Nil	Members of the mainstream media (at least two from each media house) trained by 2012	Annual report of the ACC	Anti Corruption Commission

**UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES**

**DEMOCRATIC GOVERNANCE**

**National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system**

	Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
	10.4.5 Capacity building for media personnel on international standards for reporting on child rights issues (UNICEF)	# of media personnel trained: % of media reports that meet minimum standards	40 NIL	240 50%	MoTAC and National Media Council reports and UNICEF monitoring reports	MoTAC/NMC – facilitation & implementation
<b>OUTCOME 11: Equitable access to justice and strengthened rule of law (UNDP, UNICEF, ILO)</b>		# of courts established at sub-national level (civil, criminal, juvenile)	NIL	One in each region	Department of Judicial Administration reports	Partners are: Courts, Judicial Services Commission, Department of Judicial Administration, Home Ministry, Prosecutor General Office, Attorney Generals Office, Civil Society
<b>Output 11.1 Legal frameworks and judicial redress enhanced and alternative dispute resolution mechanisms are in place (UNDP, UNICEF, ILO, OHCHR)</b>		A case management system established	NIL	Fully operational by 2012	Court reports	Local governments, Attorney Generals Office, President's Office, Labor Tribunal courts
		# of courts established No. of regions with access to legal aid	NIL	One in each region		
		# of communities with access to an ADR mechanism	NIL	All communities have access to at least one ADR mechanism	Department of Judicial Administration reports	
	11.1.1 Strengthen systems, policies and procedures in justice system nationally, and at local levels (UNDP and UNICEF)	Existence of an integrated case management system	NIL	case management system fully operational by 2012	Court reports,	Local governments, Attorney Generals Office, President's Office, Labor Tribunal courts, Courts, Dept of Judicial Administration, JUJ, DGFPS, HRCM, NGOs, MPs
		# of institutions at national and sub-national level using the Maldives Child Protection Database (MCPD)	4	All	MCPD Annual reports	
		# of courts established	NIL	One in each region		
	11.1.2 Technical support to draft Court Procedures (UNDP)	Procedures on Courts enacted	Nil	enacted	Government Gazette	
	11.1.3 Establish alternative dispute resolution mechanisms (UNDP)	# of communities with access to an ADR mechanism	NIL	All communities have access to at least one ADR mechanism	Department of Judicial Administration reports	



## UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES

### DEMOCRATIC GOVERNANCE

National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
11.1.4 Conduct public awareness campaign on access to justice (UNDP, UNICEF)	To be established in 2010	To be established in 2010	To be established in 2010		
11.1.5 Establish legal aid programme (UNDP)	Number of NGOs engaged in the delivery of awareness programmes	Nil	1 in each region		
	No. of regions with access to legal aid	NIL	All communities, especially women, have access to legal aid		
	# of trained professionals meeting minimum criteria/qualifications in the justice sector	LLB - 35, Certificate/Diploma - 167	Additional 50% by mid-term	Department of Judicial Administration reports	Attorney Generals Office, Prosecutor-General, Labor Tribunal, judges, courts, Maldives Police Service, Judicial Services Commission
	No. of Labor tribunal judges	NIL	Requirement fulfilled by 2015	Judicial Services Commission Reports	
	# of trained professionals meeting minimum criteria/qualifications in the judiciary	Criteria to be set in 2010	Additional 50% by mid-term	Department of Judicial Administration reports	Attorney Generals Office, Prosecutor-General, Labor Tribunal, judges, courts, Maldives Police Service, Judicial Services Commission, Ministry of Home Affairs, DPRS, Police, JU, HRCM
	No. of Labor tribunal judges	NIL	Requirement fulfilled by 2015	Judicial Services Commission Reports	
	% of staff trained in Juvenile Justice Act at relevant institutions	TBD	100%	Annual reports	
<b>Joint Programme on Prisons management and related areas</b>	Joint Programme on Corrections implementation level	NIL	Joint Programme signed and implemented	Project reports	
11.2.2 Integrated programme on corrections including development of frameworks for prisons management and parole systems penitentiary, rehabilitation and reintegration (UNDP, UNICEF, UNODC, UNOPS)					
<b>Output 11.3 Juveniles in conflict with law are protected, rehabilitated and reintegrated (UNICEF)</b>	# of juveniles who access the community-based rehabilitation programmes	NIL	All juveniles access programmes 100%	National child protection database and agency records/police database	National leadership by Ministry of Health and Family through Department of Gender and Family Protection Services, with support from the Ministry of Human
	% of children reintegrated into community	NIL	100%		

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**DEMOCRATIC GOVERNANCE**

**National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system**

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
	% of eligible juveniles who access informal justice mechanisms	NIL			Resources, Youth and Sports, Juvenile Justice Unit, and Ministry of Home Affairs
11.3.1 Capacity building of judiciary & law enforcement agencies for implementation of Juvenile Justice Act. (UNICEF)	% of staff trained at sub-national level	N/A	75%	Annual report	JJU, PGO, HRCM, MPS, relevant courts
	% of juvenile offenders receiving community based rehabilitation/reintegration interventions	N/A	100%	Annual report	
	# of community based programmes available to juvenile offenders	N/A	50%	Annual report	
	% of communities who run regular crime prevention programmes	NIL	50%	MCPD Annual Reports	JJU, PGO, HRCM, MPS
	% of communities where juvenile offenders have access to community based rehabilitation and reintegration programmes	N/A		MCPD Annual Reports	JJU, HRCM, MPS
	# of research carried out				
<b>OUTCOME 12: Culture of respect for human rights advocated, fulfilled protected and fostered at all levels (UNDP, UNICEF, UNFPA, ILO, WHO, UNESCO, OHCHR)</b>	% of people aware of basic human rights issues and purpose of the HRCM	59% in 2005	80% in 2015	HR study of 2005, 2010, 2015	Main partners are Human Rights Commission of the Maldives and Civil Society organizations
<b>Output 12. 1 Human rights related policies and legislation in place (UNDP, UNICEF, UNFPA, ILO, WHO, UNESCO)</b>	#. of HR related bills passed	3 HR related bills drafted	10 HR bills approved	Government Gazette	Attorney Generals Office., Human Rights Commission of the Maldives, Parliament
	Mechanism to provide HR commentary on legislation and policies established	NIL	Mechanisms established and functioning	Annual reports of Human Rights Commission of the Maldives; reports by NGOs.	

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### DEMOCRATIC GOVERNANCE

National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
12.1.1 Drafting and support to implementation of legislative and regulatory frameworks for human rights (UNICEF, UNDP)	#. of HR related bills passed	HR related Bills pending -A2I Act, Penal Code, Freedom of Information Act, Social Protection Act	At least 8 (Target) Bills Passed	HR study of 2005, 2010, 2015	Attorney Generals Office., Human Rights Commission of the Maldives, Parliament, NGOs, Department of Information/Media Council
12.1.2 Develop communications strategy for awareness raising on new legislations for stakeholder institutions and the public.	Public Health Act National Water Act Education Act Children's Act, Evidence Act	% of people aware of basic human rights issues and purpose of the HRCM			
12.1.3 Human Rights and gender review of key legislations and policies on human rights provided through institutionalized consultative mechanisms and increased civil society participation (UNICEF, UNDP, UNFPA)	% of people aware of basic human rights issues and purpose of the HRCM  Existence of a strategy # of key bills for which awareness strategy implemented  Existence of a strategy # of key bills for which awareness strategy implemented  Existence of mechanism to provide public commentary on legislation and policies  Existence of mechanism to review legislation in institutions relevant to legislations including UN Agencies	59% in 2005  Not available  Not available  NIL  NIL	80% in 2015  Available  Available  Available  Available	Government Gazette    Annual reports of Human Rights Commission of the Maldives, reports by NGOs.	
12.1.4 Ratification and operationalisation of eight (8) human rights conventions in the world of work (ILO, UNDP)	No. conventions ratified and operationalised	Accession to ILO	8 Human rights conventions ratified and operationalised		
12.1.5 Gender sensitization and mainstreaming programme for government, parliament, civil society and other stakeholders (UNESCO, UNFPA)					

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DEMOCRATIC GOVERNANCE

National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies	
Output 12. 2 Relevant institutions have enhanced capacities to promote and protect human rights (UNDP, UNICEF, UNFPA, WHO, ILO, UNESCO, OHCHR)	# of HR focal points and policy level personnel trained in HR	NIL	60%	Human Rights Commission of the Maldives reports	Human Rights Commission of the Maldives, Non Governmental Organisation's	
	HR monitoring mechanism established	To be initiated in 2010	Fully operational by 2013	Human Rights Commission of the Maldives reports		
	# of HR specialists in key issue areas - specially at HRCM & NGOs	NIL	Specialists in 8 key areas by 2015	Specialists in 8 key areas by 2015	Human Rights Commission of the Maldives reports	
	Joint Programme on Strengthening Capacities of the Human Rights Commission	# of HR specialists in key issue areas - specially at HRCM & NGOs	NIL	Specialists in 8 key areas by 2015	Human Rights Commission of the Maldives reports	Human Rights Commission of the Maldives, Non Governmental Organisation's
	12.2.1 Strengthen institutional and technical capacity of Human Rights Commission to carry out its mandate ( UNDP, UNFPA, WHO)					
	12.2.2.Strengthen technical capacity of Government staff, especially Gender Focal points and Human Rights focal points, on protection and promotion of gender equality and HR , including health and HR (UNDP, UNICEF, UNFPA)(link to Output 15.1)	Existence of HR monitoring mechanism	Initiated in 2010	HR monitoring mechanism established Fully operational by 2013		
12.2.3 Capacity development of media and civil society to report on human rights and women's rights and strengthen capacity of media regulatory bodies to standardize and monitor media reporting (link to output 10.4 and Output 15.3) (UNICEF, UNDP, UNFPA)	# actions taken as a result of HR monitoring mechanism	NIL	at least 1 per atoll			
12.2.4 Strengthen capacity of labour tribunal and labour relations authority (ILO) (link to outcome Access to Justice)	# of HR focal points and policy level personnel trained in HR	NIL	60%			
12.2.5 Strengthen capacity of HRCM to promote and monitor child rights (UNICEF)	Number of civil society groups trained on child rights	NIL	21 (1 in each Atoll + Male')	CRC shadow reports, UNICEF annual report		
12.2.6 Advocacy to integrate CRC training into teacher professional development (UNICEF)	Percentage of civil society partners actively engaged in monitoring compliance with CRC	TBD	Increase by 50%	HRCM / UNICEF annual report		
	HRCM staff trained on child rights	TBD	All			

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DEMOCRATIC GOVERNANCE

National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies	
Output 12.3 Public awareness of human rights increased and ability to exercise rights enhanced (UNDP, UNICEF, WHO, ILO)	% of people aware of basic human rights issues and purpose of the HRCM	59% in 2005	80% in 2015	HR study of 2005, 2010, 2015 Human Rights Commission of the Maldives, DJA Reports and Child Helpline		
	# of cases related to HR lodged with public institutions/HRCM	Baseline to be established in 2010	Increased reporting & response systems developed			
	Joint Programme on Strengthening the Capacities of the Human Rights Commission	% of people aware of basic human rights issues and purpose of the HRCM	59% in 2005	80% in 2015	HR study of 2005, 2010, 2015	CSOs , MoE
	12.3.1 Campaign to increase human rights awareness among public and civil society organizations at national and local levels (including women's rights and children's rights)( UNDP, WHO)	# of cases related to HR lodged with public institutions/HRCM	Baseline to be established in 2010	Increased reporting & response systems developed	HRCM, DJA Reports and Child Helpline	
	12.3.2 Identify and build strategic partnerships with key HR NGOs to promote and protect human rights (UNICEF)	# strategic partnerships with HR NGOs	NIL	Partnerships established with at least 5 NGOs		
12.3.3 Monitor CRC knowledge amongst children (UNICEF)	Coverage of HR training for NGOs in islands	NIL	50% by 2015	UNICEF annual report		
	% of children who have knowledge of CRC	TBD	increase by 50%			
12.3.4 CRC training module integrated into teacher professional development programme (UNICEF)	# of teachers trained on CRC	0	25%	UNICEF annual report		
12.3.5 Raising community awareness on right to health (WHO)	# of atolls in which community awareness campaigns on right to health conducted	1	10	MoH&F annual reports		
OUTCOME 13: Civil society is active and thriving (UNDP, UNICEF, UNESCO, ILO, UNV)	Existence of a government policy and law that meets the needs of the civil society	NIL	Policy and law approved	Government Gazette	Partners are: President's Ministry of Home Affairs, Local Councils, Province Offices , Civil Society, Ministry of Human Resources, Youth and Sports	

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DEMOCRATIC GOVERNANCE

National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies	
Output 13.1 Policies and legislative frameworks established to foster civil society development including trade unions (UNDP, UNICEF, ILO)	Policies and law that foster active participation of civil society and communities are formulated	NIL	Policy and law approved	MOHA reports; Government Gazette	Attorney Generals Office, Ministry of Home Affairs and civil society	
	A not-for-profit law enacted	NIL	Not-for-profit law enacted	Government Gazette		
	Trade Union Act enacted	NIL	Trade Union Act enacted	Government Gazette		
	13.1.1 Strengthen policies & legislative frameworks relating to civil society including trade unions and media (UNDP, UNESCO, ILO)	Policies and law that foster active participation of civil society and communities are formulated	NIL	Policy and law approved	MOHA reports; Government Gazette	Attorney Generals Office, Ministry of Home Affairs and civil society, Ministry of Trade, political parties, Parliament
	13.1.2 Direct programmatic support through grants and loans programmes to civil society organizations and NGO sector in areas of human rights, child rights, democracy, gender, livelihoods and environment (UNDP, UNICEF)	A not-for-profit law enacted	NIL	Not-for-profit law enacted		
		Trade Union Act enacted	NIL	Not-for-profit law enacted		
				50 grants		
		Policies and law that foster active participation of civil society and communities are formulated	NIL	Policy and law approved	MOHA reports; Government Gazette	Attorney Generals Office, Ministry of Home Affairs and civil society, Ministry of Trade, political parties, Parliament
		A not-for-profit law enacted	NIL	Not-for-profit law enacted		
	13.1.3 strengthen capacity of civil society to cooperate in clusters based on UNDAF – social protection, economic/livelihoods, environment/CCA/DRR, democratic governance, gender/women's empowerment (all UN agencies through UNDAF thematic groups)	Trade Union Act enacted	NIL	Trade Union Act enacted		
# grants provided to NGOs in specified areas		Small grants facility for NGOs initiated	50 grants			
# strategic partnerships with NGOs		NIL	Partnerships established with at least 5 NGOs	Government Gazette		
13.1.4 Capacity Building of NGOs for sustainable management (UNDP)	# of NGOs trained in NGO management	TBC	TBC			
	# of exchange programmes and internships facilitated for NGOs	TBC	TBC			

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DEMOCRATIC GOVERNANCE

National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
Output 13.2 Spirit of volunteerism revived and capacities developed for increased engagement of citizens in community development (UNDP, UNICEF, UNV)	National volunteer programme established	Programme initiated	Fully functional	Annual reports of Ministry of Human Resources Youth & Sports; President's Office	President's Office, Ministry of Human Resources Youth & Sports, and local governments
	Island development programmes which engage volunteers	NIL	At least one programme in each island and Male	Ministry of Human Resources Youth & Sports; President's Office	President's Office, Ministry of Human Resources Youth & Sports, and local governments
	Existence of National volunteer programme	Programme initiated	National volunteer programme fully functional	Annual reports of Ministry of Human Resources Youth & Sports; President's Office	President's Office, Ministry of Human Resources Youth & Sports, and local governments
	13.2.1. Establish and build capacity of National Volunteers Programme to increase engagement of citizens including women, youth and other marginalized groups in community development (UNDP, UNICEF, UNV)	# volunteers in NVP	NIL	.....	
OUTCOME 14: Institutional capacity strengthened and framework in place to coordinate and plan national development at local and national levels (UNDP, UNICEF, UNFPA, UNOPS, WHO, UNESCO, ONODC)	No. of data systems utilized for policy, planning and decision making	3 at national level	Comprehensive M & E framework in place All existing systems are regularly utilized	Sources of national reports and policy documents	Ministry Finance and Treasury, Dept of Planning; President's Office
	Institutional structures for coordination of policy, planning, implementing, monitoring and budgeting at national and local levels established	Partial structures exist in all sectors and at atoll level	Streamlined structures and systems operational by 2012	Government gazette Ministry of Home Affairs reports	Ministry Finance and Treasury, Dept of Planning; President's Office policy team
	# of local governments utilizing data systems for planning and reporting	Baseline to be established in 2010	All local governments	Local Government reports	Ministry Finance and Treasury, Dept of Planning; President's Office policy team, National Centre for Information Technology Sector Ministries
	14. 1.1 Increase utilization of database systems for evidence-based decision making (UNICEF, UNDP)	No. of data systems utilized for policy, planning and decision making	Limited	All major systems utilized	ISLES, Maldive Info, GMS, LMS, LIS systems
	WASH Database	Not available	Functional		
	SMIS Database	Available by end of 2010	Functional		
	Maldives Child Protection Database	Established	Functional		
	% of islands actively using ONCHSS	15%	100%	Annual Reports from MHTE, MoE, MoHF and UNICEF	

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DEMOCRATIC GOVERNANCE

National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
14.1.2 Support to formulate and implement the international cooperation strategy, inter alia, based on Paris Principles to support the achievement of MDG 8 (UNDP)	Data on "most vulnerable children"	TBD	Available by 2011	Annual Reports from MHTE, MoE, MoHF and UNICEF	Min of Finance and Treasury, President's office, National Planning Council, COP (MFR coordinators), Atoll and Island Councils
14.1.3 Technical assistance for Human Rights Based approach for development of sector plans & monitoring tools (UNICEF)	Data on out-of- school children	Not available	Available		
	KAP studies on; hygiene and sanitation; sustainable environmental practices among children	Not Available	Available		
14.1.4 Capacity building at national/sub-national levels on social policy analysis targeting child rights. (UNICEF)	KAP study on revised curriculum framework	Not Available	Available		
	KAP study on drug abuse	Not available	Available		
14.1.5 Capacity building at national and sub-national levels for collecting and analyzing population data (UNFPA)	Number of sub-national plans that have used population data and analysis	0	4	Project reports	Ministry of Finance and Treasury/DNP
	Number of sub-national level statistics officers who provided population data and analysis to policy makers	0	5	Project reports	
Output 14.2 Institutional and technical capacity for monitoring and evaluation strengthened (UNDP, UNICEF, UNFPA, UNODC, WHO, UNOPS, UNESCO)	# of M&E plans for sectors	Selectively available in Health, Education	All sectors have and implement M&E plans	Department of National Planning reports	Ministry of Finance and Treasury, Dept of Planning; President's Office policy team
	# trained M&E personnel at national and local levels	40	All Ministries and local governments have at least 3 professionally trained staff on M&E/ Maldivian	Quarterly and annual reports	Ministry of Health
14.2.1 Operationalise the institutional framework to fully roll out MDR including monitoring and evaluation of the frameworks (All UN agencies with UNDP as lead agency)	# Existence of an active coordination mechanism	Limited coordination	Active	Training reports	
14.2.2 Conduct training to adopt results-based planning, reporting, monitoring and	# agencies trained	14	All govt agencies at national and local level	Plans	



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### DEMOCRATIC GOVERNANCE

National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
evaluation, budgeting (MfDR) for key stakeholders (All UN agencies with UNDP as lead agency)					
14.2.3 Develop and operationalise island and atoll-based development plans, reporting, results frameworks and score-cards based on the Strategic Action Plan priorities (All UN agencies with UNDP as lead agency)	# of plans	None	All	Gender analysis of Plans, budget, reports	
14. 2.4 Develop and utilise tools to ensure gender sensitivity in policy, planning, reporting and budgeting within MfDR framework (All UN agencies with UNDP as lead agency)	# tools utilized	None	3	Mid-term review report	
14.2.5Conduct a timely mid-term Review of the Strategic Action Plan( All UN agencies with UNDP as lead agency)	Review undertaken	Nil	Review endorsed by NPC by Aug 2011	Institutional framework review report	
14.2.6 South-south partnerships and regional networking strengthened to contribute towards MfDR (UNDP)	Review undertaken	Nil	Review endorsed by NPC by Aug 2011	Institutional framework review report	

**UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES**

**GENDER EQUALITY AND WOMEN'S EMPOWERMENT**

**National Development Priority : Ensure that equality of women and men are upheld and are able to realize their full potential and participate in and benefit from democracy and development both in public and private life**

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
<p><b>OUTCOME 15: Improved individual, institutional and systemic capacities to promote gender equality and non-discrimination, and to empower women and girls to enjoy their rights in all spheres of life in line with national commitments by 2015 (UNFPA, UNIFEM, ILO, UNDP, UNICEF, WHO, UNESCO)</b></p> <p>Output 15.1 Capacities of government bodies strengthened to make operational national gender architecture (UNFPA, UNIFEM, UNICEF, UNESCO, WHO, UNDP)</p>	Proportion of seats held by women in national Parliament and local councils	6% (in 2009- only in the national parliament)	10%	Parliament website Census (2006 and 2016)	<p>President's Office Parliament Ministry of Finance &amp; Treasury, Ministry of Human Resources Youth &amp; Sports, Department of Gender and Family Protection Services, Ministry of Health &amp; Family, Ministry of Education</p>
	Ratio of female to male with tertiary education qualifications	37 (2006)	50 (2016)	Census (2016)	
	# of women holding leadership positions in private sector	Baseline to be established in 2010*	Increase by 25%	*Survey on women's role in public life by UNDP	
	Female labour force participation	52% (2006 Census)	55% (2016 Census)		
<p>15.1.1. Assist development of operational guidelines, directives, guidelines and manuals for mainstreaming gender and inclusion based on inputs gathered through capacity strengthening, and training of the ministry Gender focal points. (UNFPA, UNIFEM) (link to Output 12.2)</p> <p>15.1.2. Provide technical support to the selected ministries to develop a gender and inclusion mainstreaming strategy and its implementation process including gender equality and social inclusion-responsive budgeting (GESIRB). (UNFPA, UNIFEM, UNICEF, UNESCO, WHO)</p>	Comprehensive functional gender architecture in place with clear mandate, authority and resources	Architecture in place with clear mandate and authority; government resources have been included in the 2011 budget	In place in 2015	Report from President's Office and Sector Ministries (as needed)	<p>President's Office, Department of Gender and Family Protection Services Ministry of Health &amp; Family, Ministry of Finance &amp; Treasury, Appointed Gender focal points</p>
	# of sector ministries with GESI mainstreaming strategy developed and implemented	NIL	5 (minimum 3)	Report from President's Office and Sector Ministries	
	# of ministries and key state bodies that have incorporated gender-responsive planning, budgeting and M&E in their regular programmes	NIL	3 in 2015		
	Existence of directives, guidelines and manuals for gender and inclusion mainstreaming.	Not exist	Developed and approved by the PO by 2011	Report from President's Office and Sector Ministries	
<p>15.1.1. Assist development of operational guidelines, directives, guidelines and manuals for mainstreaming gender and inclusion based on inputs gathered through capacity strengthening, and training of the ministry Gender focal points. (UNFPA, UNIFEM) (link to Output 12.2)</p> <p>15.1.2. Provide technical support to the selected ministries to develop a gender and inclusion mainstreaming strategy and its implementation process including gender equality and social inclusion-responsive budgeting (GESIRB). (UNFPA, UNIFEM, UNICEF, UNESCO, WHO)</p>	# of ministry Gender focal points trained in gender and inclusion mainstreaming	0	14		<p>President's Office to coordinate the Gender mainstreaming of the government.</p>
	# of sector ministries with GESI mainstreaming strategy developed and implemented	TBD	5 (minimum 3)		

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**GENDER EQUALITY AND WOMEN'S EMPOWERMENT**

**National Development Priority : Ensure that equality of women and men are upheld and are able to realize their full potential and participate in and benefit from democracy and development both in public and private life**

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
- Assist 2-3 sectors on gender budget analysis (GRB) -Sectors to be confirmed (UNIFEM)	Number of Sector Budgets Analysed	Nil	TBD	Annual reports from DNP, MoHF, MHTE & MoE	DNP, MoHF, MHTE & MoE
	Number of personnel trained on gender responsive budgeting	N/A	3		
	- Assist four ministries (identification of ministries to be discussed with the government) to analyse the sector budgets from GESI lens (GESIRB), train the government personnel on GESIRB, and conduct advocacy initiatives (UNICEF)	Number of advocacy events for GESI mainstreaming with key ministries	Nil	4 x 4 personnel trained by 2011	Report from MoE
Gender mainstreaming strategy for MoE in place		Nil	4 by 2011		
- Assist MoE on GRB and gender mainstreaming strategy including developing the capacities for gender-responsive planning, budgeting and M&E in its regular programme, in collaboration with UNICEF (UNESCO)	Number of MoE staff, at national and local level, have received orientation on the MoE gender mainstreaming strategy	Nil	MoE's Gender Mainstreaming strategy developed and operational	Ministry records, Project/Workshop reports	Appointed gender focal points in MoE
	- Assist MoHF to incorporate GESI responsive actions and GESI mainstreaming (WHO)	Number of MoHF staff in which awareness created on incorporating gender responsive actions in national health programmes	TBD	10	Report from MoHF
15.1.3. Support the integration of gender responsiveness in MDR processes (planning, budgeting, reporting and evaluation) (UNDP)	# of trainings conducted to integrate gender mainstreaming in MDR activities	None	2 every year	Training reports	Dept of National Planning, Ministry of Finance and Treasury, President's Office, Core Group, Sector Ministries, Province and local offices
15.1.4. Strengthen capacity of government bodies to conduct and apply gender analyses in order to expand the knowledge base on gender issues(UNFPA)	# of government personnel trained on gender analysis	None	TBD	Project reports	President's Office, Parliament, Ministry of Finance and Treasury, Ministry of Human Resources, Youth and Sports, Department of Gender and Family Protection Services/Ministry of Health and Family, Ministry of Education
15.1.5. Provide support for GESI mainstreaming to the parliamentarians and the judiciary (UNDP)	Integration of GESI to Parliament Induction Sessions and Rules of Procedure	Nil	GESI integration complete for Rules of Procedure for Parliament by end 2012	Annual Reports	President's Office, Parliament, AGO, PGO, Courts

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**GENDER EQUALITY AND WOMEN'S EMPOWERMENT**

**National Development Priority : Ensure that equality of women and men are upheld and are able to realize their full potential and participate in and benefit from democracy and development both in public and private life**

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
	GESI integration to Civil and Criminal Code Procedures	Nil	GESI integration complete for Civil and Criminal Rules of Procedure by end 2012	Training reports	President's office, HRCM, CSC, JSC, Auditor General's Office, ACC
15.1.6. Provide support for GESI mainstreaming to the independent commissions (UNDP)	# gender focal points appointed and trained	Nil	At least 1 focal point for each independent commission appointed by 2012 and all focal points trained by end 2013		
Output 15.2 Capacities of government agencies and Civil Society Organizations enhanced for effective implementation of CEDAW, CRC, International Labor Convention 100 and 111 and other human rights instruments (UNIFEM, ILO, UNDP, UNICEF, UNESCO)	# of relevant laws and regulations compliant with human rights instruments	None	4 (Family Law, Inheritance Law, Labor Law, and regulation on land resource allocation and usage)	CEDAW Periodic Reports Concluding Observations of CRC and CEDAW Committee, and shadow reports	DGFPS/MoHF
	# of relevant laws and policies enacted on sexual harassment at workplace and on domestic violence	Bills available (2010)	Both bills approved (2012)	CEDAW Periodic Reports	DGFPS/MoHF, Parliamentarians, civil society
	# of CEDAW/CRC concluding comments implemented	NIL for CRC, 1 for CEDAW	46 for CRC and 10 for CEDAW	CEDAW and CRC Periodic Reports, UNICEF annual reports	MoHF, MoE, AGO, Juvenile Court, PGO, MPS
	Number of complaints filed to the National Labor Tribunal on ILO C-100 and C-111	NIL	All case records available	National Labor Tribunal annual report	National Labor Tribunal
	15.2.1. Provide support to the drafting and the revision of laws to be in compliant with human rights instruments (UNIFEM)	# of relevant laws and regulations compliant with human rights instruments	None	4 (Family Law, Inheritance Law, Labor Law, and regulation on land resource allocation and usage)	CEDAW Periodic Reports Concluding Observations of CRC and CEDAW Committee, and shadow reports
15.2.2. Monitor and advocate the government for the implementation of CEDAW and CRC concluding comments (UNIFEM; UNICEF)	# of CEDAW/CRC concluding comments implemented	NIL for CRC, 1 for CEDAW	46 for CRC and 10 for CEDAW	CEDAW and CRC Periodic Reports, UNICEF annual reports	MoHF, MoE, AGO, Juvenile Court, PGO, MPS
- Review and revisit the government's action plan to implement CEDAW Concluding Comments (UNIFEM)	The inter-department committee is set up and having six-monthly meetings.	No	Yes	Committee meeting minutes	DGFPS/MoHF or President's Office
15.2.3. Advocate for inclusion of CRC concluding comments in MfDR (UNICEF)	# of advocacy events with three key ministries (MoE, MHE, MoHF) for incorporation of CRC concluding comments in MfDR	0	3	DNP and UNICEF Annual Reports	DNP

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### GENDER EQUALITY AND WOMEN'S EMPOWERMENT

National Development Priority : Ensure that equality of women and men are upheld and are able to realize their full potential and participate in and benefit from democracy and development both in public and private life

Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
15.2.4 Advocacy events with parliamentarians on EFA, especially with women parliamentarians, to advocate issues including girls' participation in schools. (UNESCO)	The existence of the strategy by 2011	No	Yes	Project reports	Parliament, MoE
15.2.5. Integrate women's rights to human rights trainings and awareness for key stakeholders including Parliament, Courts, Media, NGOs and Private Sector (UNDP)	# of advocacy events per year after the strategy (1 above) is developed.	0	At least 2		
15.2.6. Establish a mechanism at HRCM to monitor violations of rights including women's rights (UNDP)	# organizations trained on human rights and women's rights	Male-based Courts	Parliament, Media, island-based courts, NGOs and key Business Associations trained	Training Reports	HRCM, Parliament, Media, NGOs, Judiciary, Business Associations trained
	Assessment conducted	None	Assessment completed by end2011	Project reports	HRCM, Government stakeholders, judiciary, police, Media, NGOs, ,
	Existence of a rapid response mechanism	None	Rapid response mechanism established by 2012		
	Advocacy on prevention	Nil	Advocacy for prevention conducted		
	Existence of strategy for advocating with key stakeholders	Nil	Strategy in place by 2012	Project record Reports of partner agencies	Key stakeholders include: Parliamentarians, religious institutions, media, civil society, private sector in collaboration with President's Office and Department of Gender and Family Protection Services, MoHF.
	# of advocacy initiatives implemented by <u>key stakeholders</u>			Project record Reports of partner agencies	Parliamentarians, religious institutions, media, civil society, private sector in collaboration with President's Office and Department of Gender and Family Protection Services
	by men and boys		5		
	by religious institutions	0	5		
	by media	0	5		
	by Parliamentarians	0	10		
15.3.1. Develop communication and advocacy strategy segmented by audience and assist the key stakeholders to implement age-appropriate and culturally sensitive activities to raise	Existence of strategy for advocating with key stakeholders Yearly joint advocacy events during the 16 days of activities fortnight supported	Nil	Strategy in place by 2012	Project record Reports of partner agencies	Parliamentarians, religious institutions, media, civil society, private sector in collaboration with President's Office and Department of Gender
		1(2010)	3 (2012)		

**UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES**

**GENDER EQUALITY AND WOMEN'S EMPOWERMENT**

**National Development Priority : Ensure that equality of women and men are upheld and are able to realize their full potential and participate in and benefit from democracy and development both in public and private life**

	Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
	awareness on gender equality, women's rights and empowerment, including violence against women (UNFPA, UNIFEM, UNICEF, UNDP, ILO, UNESCO, WHO)	Number of advocacy initiatives implemented by key stakeholders	0	10	UN agencies websites	and Family Protection Services, MoHF
	15.3.2. Capacity building for media personnel on international standards for reporting on child rights and women's rights issues (UNICEF, UNESCO, UNFPA) (link to Output 12.2)	Number of media personnel trained: Percentage of media reports that meet minimum standards	TBD 0%	100 50%	Project reports and UNFPA annual reports MoTAC and National Media Council reports and UNICEF monitoring reports	MoTAC/NMC – facilitation & implementation
		Embedding of the module on the international standards for reporting on child rights and women's rights in the Faculty of Arts.	Not available	Available by 2012	FA and UNICEF Annual reports	Faculty of Arts, MCHE
		Number of media coverages of men or boys making positive statements	0	10	Local newspapers, IV programmes, etc.	
Output 15.4 Enhanced political participation and leadership of women in decision making at the national level (UNIFEM, UNDP)		# of institutes that provide leadership training for women	NIL (2010)	2 (2013)	Reports from Department of Gender and Family Protection Services, Ministry of Health & Family)	Partners: Gender focal points, Parliamentarians, Ministry of Human Resources Youth & Sports, civil society groups
	15.4.1. Desk review of training institutes and their curricula from a gender and HRBA perspective (UNIFEM)	Women's Manifesto reflecting women's critical demands	No	All major parties (2013)	manifestos of political parties and statements by parliamentarians	
	15.4.2. Support a study tour for women parliamentarians to other countries in the region to facilitate networking and peer learning on women's empowerment and gender equality (UNIFEM)	# of institutes that provide leadership training for women	NIL (2010)	2 (2013)	Reports from Department of Gender and Family Protection Services, Ministry of Health & Family)	
	15.4.3. Support the development of a women's manifesto (UNIFEM)	# of study tours to countries in the region	0 (2009)	1 every year (2011-2012)	Study tour reports	
	15.4.4. Conduct leadership trainings for women's organizations and women (UNDP)	Women's Manifesto reflecting women's critical demands	No	All major parties (2013)	manifestos of political parties and statements by parliamentarians	
	15.4.5. Integrate women's rights to human rights trainings and awareness	# of women trained	Nil	At least 5 organisations trained per year	Training reports	Women's Groups, NGOs, Province and Island Offices
		# programmes integrating women's rights advocacy	None	All	Trainings reports	HRCM , NGOs

UNDAF ACTION PLAN 2011-2015 - RESULTS MATRICES						
GENDER EQUALITY AND WOMEN'S EMPOWERMENT						
National Development Priority : Ensure that equality of women and men are upheld and are able to realize their full potential and participate in and benefit from democracy and development both in public and private life						
	Supporting Activities	Indicators	Baseline	Targets	Means of Verification	Role of Partners / Implementing Agencies
Output 15.5 Enabling environment for increased female participation in the labor force enhanced (ILO, UNDP)	programmes for HRCM and NGOs (UNDP)	# of women holding leading positions in trade unions	Nil	5	ILO sponsored survey	Ministry of Human Resources Youth & Sports, , Ministry of Finance & Treasury, , Ministry of Economic Development, private sector
		# of business development services for women	3	5	Reports from Ministry of Economic Development	
		# of women trained for business management/financial management" (through the business development services)	Zero	50 women per province per year	Reports from Ministry of Economic Development and UN reports, NGOs	
	15.5.1. Identify barriers to female unemployment and low labour force participation rate in the key sectors including tourism and transport (UNDP)	Gender differentiated needs ensured in the employment study	Nil	Needs of women identified	Study report	Ministry of Human Resources, Youth & Sports
	15.5.2. Capacity of Business Development Service providers strengthened to identify needs of women entrepreneurs (from different social and geographic backgrounds) and to prioritise support to women entrepreneurs (UNDP)	# of business development services for women	3	5	Reports from Ministry of Economic Development	Ministry of Economic Development
	15.5.3. Conduct entrepreneurial training for women entrepreneurs (UNDP)	# of women trained for business management/financial management" (through the business development services)	Zero	50 women per province per year	Reports from Ministry of Economic Development and UN reports, NGOs	Ministry of Economic Development, NGOs
15.5.4. National Human Resource Plan integrates women's needs and strategies for promoting women employment (UNDP)	Gender differentiated analysis incorporated in the National HR plan	Gender differentiated analysis incorporated in the National HR plan	Nil	Gender differentiation exists in the endorsed plan	Plan	Ministry of Human Resources, Youth & Sports, NGOs, Private Sector
	15.5.5. Increased Skills training opportunities through vocational centres target women (UNDP)	# women trained	TBD	TBD	Training reports	Ministry of Human Resources Youth & Sports, NGOs, Private Sector
	15.5.6. Strengthen production capacity and product development opportunities with market linkages for women producers in farming, handicrafts and fishery sectors (UNDP/ITC)	% of women producers with increased income due to product sale	-	30 per year	Women's groups reports	Ministry of Human Resources Youth & Sports, , Ministry of Finance & Treasury, , Ministry of Economic Development, private sector, Ministry of Tourism Arts and Culture, Province and local offices, Business Associations, NGOs

\* Biennium 2010 - 2011





## XIV. ANNEXES

Any additional annex that deals with a UN system agency's specific requirements is a bilateral agreement between that agency and the Government.

### **ANNEX A: Division of Responsibilities among UN Agencies to implement supporting activities for UNDAF Output 15.1 Capacities of government bodies strengthened to make operational national gender architecture (UNFPA, UNIFEM, UNICEF, UNESCO, WHO, UNDP)**

#### **Division of responsibilities by UN agencies is as follows:**

**UNFPA/UNIFEM** – assist PO to work with line ministry Gender F/Ps on GRB and G/M strategy, e.g. training of the Ministry gender focal points, monitoring and follow up of sectoral gender mainstreaming implementation.

**UNIFEM** – 2-3 sectors on gender budget analysis (GRB) – sectors to be confirmed.

**UNICEF** - 4 ministries to analyse the sector budgets from GESI lens (GESIRB), train the government personnel on GESIRB, and conduct advocacy initiatives (DNP, MoHF, MHTE & MoE)

**UNESCO** – work with MoE on GRB and G/M strategy including developing the capacities for gender-responsive planning, budgeting and M&E in its regular programme (to be confirmed after UNESCO discussion with GoM)

**UNDP** – a) advocacy and support for inclusion of Gender responsiveness in the MfDR, b) Provide support for GESI mainstreaming to the parliamentarians and the judiciary as well as to the independent commissions through training.

**WHO** – work with MoHF to incorporate gender responsive actions (Gender mainstreaming)

**UNFPA** – work with DNP for research on key gender issues

## **ANNEX B: Terms of Reference of UNDAF Thematic Groups**

### **UNDAF Thematic Groups**

#### **Terms of Reference**

**12 July 2010**

#### **UNDAF Thematic Groups:**

- Social Equity Cluster (UNICEF, chair /WHO, co-chair)
- Environment and Economic Development, and includes disaster preparedness (UNDP, chair/ILO, co-chair)
- Governance (UNDP, chair/UNICEF, co-chair)
- Gender (UNFPA, chair/UNICEF, co-chair)

#### **Responsibilities:**

During the formulation of the UNDAF Action Plan:

1. Develop the UNDAF Action Plan Results Matrices
  - Agree on supporting activities
  - Identify areas of collaboration
  - Identify/develop concepts for joint programmes for further designing during the UNDAF cycle
  - Set targets and indicators by supporting activities (Annual targets have to be set, but this may be done after the formulation of the UNDAF Action Plan Results Matrices, but prior to the AWP-formulation of the agencies)
  - Identify areas that need more in-depth discussion and further strategizing (such as cross-cutting concerns)
2. Contribute to the content of the UNDAF Action Plan narrative by preparing a brief narrative on the following:
  - Description of the supporting activities and where agencies will be collaborating
  - Concept of the joint programmes to be developed
  - How the programmes/supporting activities will be managed and coordinated
3. Identify who will be responsible for monitoring which indicators

4. Lead the discussion in cross-cutting concerns and prepare concept note with recommendations for UNCT consideration

During Implementation of the UNDAF Action Plan, the thematic group should:

1. Oversee the implementation of the UNDAF Action Plan, including the joint programmes
2. Report to and meet the UN Country Team once every four months on progress in the area of responsibility
3. Identify concerns that affect UNDAF implementation and make recommendations to resolve them.
4. Provide inputs/feedback on reports, studies, etc. based on agencies' expertise
5. Monitor implementation of programmes under the theme and provide inputs required for the UNDAF Annual Reviews, Mid-term Review, and Final Evaluation
6. Identify and implement a strategy to strengthen civil society within the cluster, coordinating with the working group on civil society empowerment.
7. Guide the development of annual workplans for agencies working in the thematic group.

**Responsibilities of Lead Agencies:**

The Lead Agency of the UNDAF Thematic Group will primarily play a coordination role among the members of the group to ensure the smooth implementation of the responsibilities of the thematic group. The focal person of the lead agency will have the following specific tasks:

1. Convene and chair the meetings of the Thematic Group. It may delegate its convening role to another agency to accomplish specific tasks (such as for particular UNDAF outputs or collaboration of supporting activities).
2. Keep the minutes of the meetings and any other relevant documents of the group.
3. Coordinate with the RC Office on the functioning of the group
4. Oversee and report to the UNCT on the performance of the group based on the TOR, workplan and other assigned tasks by the UNCT

The heads of the lead agencies will ensure that the focal person will be provided the support s/he requires to allow him/her to perform the assigned tasks. The UNCT will endeavour to contribute and mobilize additional resources to support the smooth functioning of the thematic groups.

The thematic groups will also have co-chairs who will assist the lead agency in coordinating the group.

**Additional responsibilities of the Gender Group:**

In addition to the above-stated responsibilities of the UNDAF Thematic Groups, the Gender Group shall support the thematic groups in the following:

1. Capacity building of the UN staff to be able to do gender analysis for UNDAF outcomes within the thematic groups
2. Advise on the appropriate gender indicators for specific supporting activities and for UNDAF outcomes

**Working groups:**

Working groups will be established in the following areas to support the work of the thematic groups and UNCT. A separate TOR will be prepared for these groups.

1. Working group on civil society empowerment – primarily responsible for developing a Civil Society empowerment strategy and action plan and by coordinating with the UNDAF thematic groups, oversee the implementation of the action plan
2. M&E Working Group – will be primarily responsible for coordinating and supporting the monitoring responsibilities of the thematic groups. For the formulation of the UNDAF Action Plan, it will develop the M&E Action Plan, based on the inputs from the thematic groups. During the implementation of the UNDAF Action Plan, it will advise and coordinate the monitoring processes (such as during UNDAF Annual Reviews, MTRs, and Final Evaluation) among the thematic groups.
3. Communications Group – during the formulation of the UNDAF Action Plan, the CG will be responsible for developing the Communications Strategy
4. Social Cohesion Group

**Mandatory inter-agency groups:**

The following inter-agency groups will continue to exist. In addition to their existing TORs, these groups will have functions as stated below:

1. Joint UN Team on AIDS - mandatory inter-agency group; will coordinate closely with the Social Equity Cluster UNDAF Thematic Group. For the UNDAF Action Plan formulation, it will focus its attention on planning for the implementation of the UNDAF Outcome on Substance Abuse and HIV Prevention; for this exercise, it will be chaired by UNODC and co-chaired by WHO.
2. Operations Management Team – primarily responsible for ensuring the smooth operations of the UN programmes towards greater efficiency. For the UNDAF Action Plan formulation, it will also be responsible in ensuring that all requirements for the proper roll-out of the Harmonized Approach to Cash Transfers (HACT) have been fulfilled; during the UNDAF implementation, it will be responsible to oversee the smooth implementation of the HACT by the agencies, including the conduct of joint assurance activities. It shall also be responsible in assisting the UNCT/SMT in implementing UN staff security measures.

## ANNEX C: UNDAF Resources Table

## UNDAF RESULTS MATRICES

### HEALTH

National Development Priority : Strengthen health promotion, protection and advocacy for healthy public policies; enhance response of health system in emergencies

Outcome	Agencies	Indicative Resource Contribution		Total	
		Regular Resources	Other Resources		
Outcome 1 : Targeted groups have equitable access to preventive and essential health care services and nutrition	UNFPA	USD	510,000.00		USD 510,000.00
	UNICEF	USD	350,000.00	USD 500,000.00	USD 850,000.00
	WHO	USD	231,000.00	USD 528,000.00	USD 759,000.00
	UNOPS	USD	20,000.00	1,000,000.00	USD 1,020,000.00
<b>Sub total</b>		<b>USD</b>	<b>1,111,000.00</b>	<b>USD 2,028,000.00</b>	<b>USD 3,139,000.00</b>

### EDUCATION

National Development Priority : Equitable access to quality education for holistic development of child in all regions, including children with special needs. Align the education system to the economic and social needs of the country.

Outcome	Agencies	Indicative Resource Contribution		Total	
		Regular Resources	Other Resources		
Outcome 2 : Children including those with special needs and vulnerable youth are engaged in quality, gender-responsive, and relevant educational programmes	UNICEF	USD	350,000.00	USD 450,000.00	USD 800,000.00
	UNFPA	USD	110,000.00		USD 110,000.00
	WHO	USD	40,000.00	USD 200,000.00	USD 240,000.00
	ILO	USD	70,000.00		USD 70,000.00
	UNESCO			USD 140,000.00	USD 140,000.00
<b>Subtotal</b>		<b>USD</b>	<b>570,000.00</b>	<b>USD 790,000.00</b>	<b>USD 1,360,000.00</b>

### SOCIAL PROTECTION

National Development Priority : Establish a social floor (minimum social protection), to lay down the foundation of a system that is preventive (against poverty shocks), promotive (expand opportunities), and transformative (cohesion)

Outcome	Agencies	Indicative Resource Contribution		Total	
		Regular Resources	Other Resources		
Outcome 3 : Most vulnerable and socially excluded groups have equitable access to basic child and family protection services	UNICEF	USD	450,000.00	USD 350,000.00	USD 800,000.00
	UNFPA	USD	195,000.00	USD 50,000.00	USD 245,000.00
	ILO	USD	400,000.00		USD 400,000.00
Outcome 4: Social security floor implemented as part of the national social security strategy to provide the vulnerable and socially excluded groups with systematic access to social security	UNICEF	USD	100,000.00	USD 150,000.00	USD 250,000.00
	ILO			USD 670,000.00	USD 670,000.00
	UNESCO	USD	5,000.00		USD 5,000.00
<b>Subtotal</b>		<b>USD</b>	<b>1,150,000.00</b>	<b>USD 1,220,000.00</b>	<b>USD 2,370,000.00</b>

### SUBSTANCE ABUSE AND HIV PREVENTION

National Development Priority : Provision of affordable basic healthcare as integral component of socio-economic development, and a coordinated and comprehensive national response to substance abuse

Outcome	Agencies	Indicative Resource Contribution		Total	
		Regular Resources	Other Resources		
Outcome 5 : Most at risk (MARF) and vulnerable populations have equitable access to drug and HIV prevention, treatment, care and support services	UNDP			USD 1,395,652.00	USD 1,395,652.00
	UNICEF	USD	200,000.00	USD 300,000.00	USD 500,000.00
	UNFPA	USD	110,000.00		USD 110,000.00
	WHO	USD	90,500.00	USD 217,000.00	USD 307,500.00
	ILO			USD 30,000.00	USD 30,000.00
	UNAIDS	USD	30,000.00	USD 75,000.00	USD 105,000.00
	UNODC	USD	1,949,500.00	USD 300,000.00	USD 2,249,500.00
	UNESCO	USD	20,000.00	USD 30,000.00	USD 50,000.00
<b>Subtotal</b>		<b>USD</b>	<b>2,400,000.00</b>	<b>USD 2,347,652.00</b>	<b>USD 4,747,652.00</b>

### ECONOMIC SECTOR

National Development Priority : Promote SME development, to diversify the economy and increase livelihoods and employment especially for women, and consolidate support services for SME development.

Outcome	Agencies	Indicative Resource Contribution		Total	
		Regular Resources	Other Resources		
OUTCOME 6: Opportunities are created for diversification of the economy in selected regions	UNDP	USD	955,000.00		USD 955,000.00
	ILO			USD 1,500,000.00	USD 1,500,000.00
	FAO	USD	500,000.00	USD 1,000,000.00	USD 1,500,000.00
	UNIDO			USD 60,000.00	USD 60,000.00
	UNOPS	USD	20,000.00	USD 500,000.00	USD 520,000.00
OUTCOME 7: Creation of opportunities for decent work and labour markets better governed and regulated in line with ILO principles and standards	UNDP	USD	955,000.00		USD 955,000.00
	ILO			USD 225,000.00	USD 225,000.00
	WHO	USD	7,000.00	USD 20,000.00	USD 27,000.00
<b>Subtotal</b>		<b>USD</b>	<b>2,437,000.00</b>	<b>USD 3,305,000.00</b>	<b>USD 5,742,000.00</b>

<b>ENVIRONMENT, CLIMATE CHANGE ADAPTATION AND DISASTER RISK REDUCTION</b>						
<b>National Development Priority : Protect and preserve the natural environment to ensure prosperous economic development and healthy communities; reduce green house gas emissions and achieve carbon neutrality; promote renewable energy technology applications; build institutional framework for DRR and climate change adaptation</b>						
Outcome	Agencies	Indicative Resource Contribution			Total	
		Regular Resources	Other Resources			
OUTCOME 8 : Communities have access to safe drinking water and adequate sanitation and sustainably manage the natural environment to enhance their livelihoods	UNDP	USD	350,000.00	USD	525,000.00	USD 875,000.00
	UNICEF	USD	300,000.00	USD	350,000.00	USD 650,000.00
	WHO	USD	73,000.00	USD	75,000.00	USD 148,000.00
	ILO			USD	50,000.00	USD 50,000.00
	UNEP	USD	30,000.00	USD	3,500,000.00	USD 3,530,000.00
	FAO	USD	250,000.00	USD	750,000.00	USD 1,000,000.00
	UNOPS	USD	20,000.00	USD	2,000,000.00	USD 2,020,000.00
OUTCOME 9: Enhanced capacities at national and local levels to support low carbon life-styles, climate change adaptation, and disaster risk reduction	UNDP	USD	350,000.00	USD	4,750,000.00	USD 5,100,000.00
	UNICEF	USD	200,000.00	USD	200,000.00	USD 400,000.00
	WHO	USD	21,000.00	USD	268,000.00	USD 289,000.00
	UNEP	USD	500,000.00	USD	250,000.00	USD 750,000.00
	ESCAP	USD	26,000.00			USD 26,000.00
	ISDR	USD	40,000.00			USD 40,000.00
	UNIDO	USD	155,000.00			USD 155,000.00
	UNOPS	USD	20,000.00	USD	500,000.00	USD 520,000.00
	UNFPA	USD	55,000.00			USD 55,000.00
	UNESCO	USD	10,000.00	USD	20,000.00	USD 30,000.00
<b>Subtotal</b>		<b>USD</b>	<b>2,400,000.00</b>	<b>USD</b>	<b>13,238,000.00</b>	<b>USD 15,638,000.00</b>
<b>DEMOCRATIC GOVERNANCE</b>						
<b>National Development Priority : Full independence of judiciary and independent institutions, improve access to justice and promote rule of law, protect and promote rights of citizens, improve public confidence in justice system</b>						
Outcome	Agencies	Indicative Resource Contribution			Total	
		Regular Resources	Other Resources			
Outcome 10 : increased transparency and accountability of public institutions with emphasis on decentralised bodies	UNDP	USD	500,000.00		USD	500,000.00
	UNICEF	USD	200,000.00		USD	200,000.00
	UNODC			USD	200,000.00	USD 200,000.00
	UNESCO	USD	20,000.00			USD 20,000.00
OUTCOME 11: Equitable access to justice and strengthened rule of law	UNDP			USD	500,000.00	USD 500,000.00
	UNICEF	USD	200,000.00	USD	100,000.00	USD 300,000.00
	ILO	USD	20,000.00			USD 20,000.00
OUTCOME 12: Culture of respect for human rights advocated, fulfilled protected and fostered at all levels	UNDP	USD	955,000.00			USD 955,000.00
	UNICEF	USD	200,000.00	USD	100,000.00	USD 300,000.00
	UNFPA	USD	300,000.00			USD 300,000.00
	WHO	USD	5,000.00	USD	8,000.00	USD 13,000.00
	UNESCO	USD	15,000.00	USD	20,000.00	USD 35,000.00
	OHCHR	USD	12,000.00			USD 12,000.00
	ILO	USD	10,000.00			USD 10,000.00
OUTCOME 13: Civil society is active and thriving	UNDP	USD	455,000.00			USD 455,000.00
	UNICEF	USD	150,000.00	USD	150,000.00	USD 300,000.00
	ILO			USD	30,000.00	USD 30,000.00
OUTCOME 14: Institutional capacity strengthened and framework in place to coordinate and plan national development at local and national levels	UNDP			USD	100,000.00	USD 100,000.00
	UNICEF	USD	300,000.00	USD	150,000.00	USD 450,000.00
	UNFPA	USD	370,000.00			USD 370,000.00
	WHO	USD	9,000.00			USD 9,000.00
	UNODC			USD	100,000.00	USD 100,000.00
	UNESCO	USD	25,000.00			USD 25,000.00
	UNOPS	USD	20,000.00	USD	700,000.00	USD 720,000.00
<b>Subtotal</b>		<b>USD</b>	<b>3,766,000.00</b>	<b>USD</b>	<b>2,158,000.00</b>	<b>USD 5,924,000.00</b>
<b>GENDER EQUALITY AND WOMEN'S EMPOWERMENT</b>						
<b>National Development Priority : Ensure that equality of women and men are upheld and are able to realize their full potential and participate in and benefit from democracy and development both in public and private life</b>						
Outcome	Agencies	Indicative Resources Contribution			Total	
		Regular Resources	Other Resources			
OUTCOME 15: Improved individual, institutional and systemic capacities to promote gender equality and non-discrimination, and to empower women and girls to enjoy their rights in all spheres of life in line with	UNFPA	USD	850,000.00	USD	200,000.00	USD 1,050,000.00
	UNIFEM	USD	100,000.00			USD 100,000.00
	UNDP			USD	100,000.00	USD 100,000.00
	ILO	USD	10,000.00			USD 10,000.00
	UNICEF	USD	200,000.00	USD	250,000.00	USD 450,000.00
	UNESCO	USD	10,000.00	USD	30,000.00	USD 40,000.00
	WHO	USD	10,000.00	USD	9,000.00	USD 19,000.00
<b>Subtotal</b>		<b>USD</b>	<b>1,180,000.00</b>	<b>USD</b>	<b>589,000.00</b>	<b>USD 1,769,000.00</b>
<b>Total</b>		<b>USD</b>	<b>15,014,000.00</b>	<b>USD</b>	<b>25,675,652.00</b>	<b>USD 40,689,652.00</b>







**United Nations Systems in the Maldives**

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