



## Technical Assistance to the Preparation of the Action Plan for the Government Manifesto Annual Work Plan 2009

*Country: Maldives*

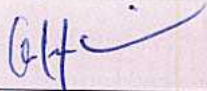
UNDAF Outcome(s):	By 2010, the most vulnerable and marginalized sectors of society in Maldives will enjoy better health, access to high-quality education, social protection, income and employment opportunities.
Expected CP Outcome(s):	Capacity of government agencies/partners and vulnerable groups enhanced to mitigate economic and social vulnerabilities
Implementing partner:	Department of National Planning / Ministry of Finance and Treasury
Other Partners:	Line Ministries.

### Narrative

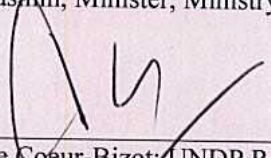
The main objective of the project to support the Government of Maldives to prepare an MD/MDG-based and rights-based Action Plan to implement the MDP alliance manifesto. The project will involve technical assistance to review development trends, conduct sector needs reviews, and develop sector strategies and a management framework for the 5 main pledges and key themes of the manifesto.

Programme Period:	<u>2009- 2010</u>	Estimated budget:	\$ 40,000.00
Programme Component:	Poverty Reduction	Allocated resources:	
Intervention Title:	Preparation of Action Plan for the Manifesto	• Government	In-kind
Budget Code:		• UNDP Non-Core	\$ 40,000
Duration:	<u>July to September 2009</u>	• Other UN Agencies	In-Kind

Agreed by:  
(Ministry of Finance and Treasury)  
Date: 08 July 2009

  
Mr. Ali Hashim, Minister, Ministry of Finance & Treasury

Agreed by:  
(United Nations Development Programme UNDP):  
Date: 08 July 2009

  
Mr. Patrice Coeur-Bizot, UNDP Resident Representative

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## **Situational Analysis**

The Government of Maldives constituted the National Planning Council (NPC) in order to ensure coordination of planning functions of different sectors; determine national priorities; provide advice on long term development policies and strategies; ensure sustainable development of the nation; and, ensure balanced and equitable development at regional and local level. On the 14<sup>th</sup> of April, the NPC declared Maldives Democratic Party (MDP) Alliance Manifesto with 5 key pledges and policies, short-term and long-term goals under the areas of Social and Economic Development, Environment, and Good Governance, as the tool to guide the development direction of the country for the period 2008-2013.

The government has reassured that it will continue to adhere to the Millennium Declaration where the commitment was made towards the achievement the Millennium Development Goals (MDGs) by 2015. At the same time, it continues to uphold and strengthen the implementation of the human rights treaties and conventions that the government of Maldives has ratified to date.

It has been recognized that the Manifesto needs to be consolidated to a concrete and results-based action plan with clear targets, mandates, means of implementation and monitoring progress.

The Manifesto's 5 key pledges are:

- A nation-wide transport system,
- Affordable living cost,
- Affordable housing,
- Affordable and quality healthcare for all, and
- Prevention of narcotic abuse and trafficking,

In addition to the 5 key pledges, short-term (1-3 years) and long-term (1-5 years) goals are identified under three key areas; Good Governance, Social Justice and Economic Development.

To achieve the above pledges, the Government constituted a consolidated ministerial structure numbering 14. These are the arms through which service delivery and policy implementation are ensured.



## Objective

The main objective of the project is to provide support to the government to prepare an MD/MDG-based and rights-based Strategic Operational Action Plan to implement the MDP alliance manifesto. The development of the Action Plan will contribute to the following areas;

- Harmonization of the planning process with multi-sectoral co-ordination and development of a comprehensive logical framework for each manifesto pledge. This will identify priorities with particular emphasis on cross-sectoral collaboration;
- Facilitation of a comprehensive results-oriented budgeting process and allocation of adequate resources, including financial and human resources, for implementation of the plan.
- Identification of legislation required to facilitate both the planning processes and implementation of programs;
- Ensuring that the strategies of the country are oriented towards implementation through a decentralized governance system that will come into place;
- Strengthening of political will, commitment, and national capacities to use Disparity Sensitive-Results Based Management as the tool to implement necessary change and achieve the required results;
- Managing high levels of collaboration, communication, consultation, and coordination led by the Department of National Planning to ensure optimal use of resources and high levels of effectiveness and efficiency in implementation of the plan.
- Support performance-based monitoring of national programmes and projects
- Ensuring that the development goals are oriented towards the achievement of MDGs with equity

This project will also contribute to achieving the overall country program outcomes and UNDAF outcomes.

## Strategy

To meet the above objectives, the following outputs will have to be achieved under the project:

- A. Review of the development situation and assessment of the capacity gaps in addressing the major challenges of the country
- B. Formulation of sector strategies that would operationalize the Manifesto
- C. Costing of the sector strategies

The UN system will support the national authorities to meet the above objectives by providing technical assistance through the fielding of a Development Planning Advisor and the conduct of technical needs assessment or advisory support missions.

To achieve the above-stated outputs, the Development Planning Advisor which will have the following responsibilities:

### A. Review of the Development Situation

1. Using the rights-based approach, analyze the development trends of the country in relation to the goals identified in the manifesto through facilitating wider consultation of government, private sector, civil society
2. Undertake sector-based needs assessment of capacity in budgeting, prioritising, human resources.
3. Review the progress made on the 7<sup>th</sup> National Development Plan, identify strengths and weaknesses that can be taken into consideration.
4. Review policy assessments and plans undertaken in different sectors

### **B. Develop the Sector Strategies**

5. From the sector analysis and needs assessment, develop the rights-based and results-based sector strategies
6. develop management frameworks for the 14 ministries to implement the sector strategies taking in to account the proposed decentralised governance system
7. Mainstream gender and environment sustainability in developing the framework
8. Develop guidance notes for each strategy
9. Identify key cross-cutting sectors that need to be given attention in order to smoothly and comprehensively meet the targets of the pledges.
10. Consolidate the sector strategies into a results-based Action Plan and develop an overall monitoring, and evaluation arrangement for the Action Plan 2008-2013

### **C. Costing the Strategic Operational Plan**

11. Review the Medium-Term Expenditure Framework for the government 2009-2011(developed by the government) and the costing/prioritising proposed for the Manifesto
12. Working closely with the Ministry of Finance, assist the Ministries in costing strategies and the management frameworks for the Action Plan

The Advisor will oversee the implementation of all the required activities to achieve the expected outputs, provide technical expertise to the Department of National Planning and the line ministries throughout the whole process. He/She will work under the joint direction of the Department of Planning and UNDP.

Technical assessment missions and other forms of technical advice will also be made available to the national authorities at some milestone events/activities in the duration of this project. Such missions will be coordinated with the Advisor and the Department of National Planning.



**ANNUAL WORK PLAN - Year 2009**

EXPECTED OUTPUTS and indicators	PLANNED ACTIVITIES <i>List all activities including M&amp;E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME		RESPONSIBLE PARTY	Budget Description	Amount										
		Year 2009	Year 2009													
<b>Output 1 - Review of the Development Situation</b> <b>INDICATORS:</b> <ul style="list-style-type: none"> <li>▪ No. of sector assessments drafted</li> <li>▪ Outcome of consultative workshops</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyze the development trends through facilitating wider consultation of government, private sector, civil society</li> <li>▪ Undertake sector-based needs assessment including</li> <li>▪ Review the progress made on the 7<sup>th</sup> National Development Plan,</li> <li>▪ Review policy assessments and plans undertaken in different sectors</li> </ul>	X	X	Department of National Planning/UNDP/ UNICEF/ UN RCC/UNFPA (line ministries)	Technical Assistance	-										
		<b>Output 2 – Develop the Sector Strategies</b> <b>INDICATORS:</b> <ul style="list-style-type: none"> <li>▪ Sector strategies developed</li> <li>▪ Management frameworks for sector strategies developed</li> <li>▪ Gender mainstreamed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop the rights-based and results-based sector strategies</li> <li>▪ Develop management frameworks to implement, monitor and evaluate the sector strategies</li> <li>▪ Mainstream gender and environment sustainability in developing the framework</li> <li>▪ Develop guidance notes for each strategy and management framework</li> </ul>				X	X	Department of National Planning/UNDP/ UNFPA/ Line ministries	Technical Assistance	-					
							<b>Output 3 - Costing the Strategic Operational Plan</b>	<ul style="list-style-type: none"> <li>▪ Identify other key cross-cutting sectors that need to be given attention in order to smoothly and comprehensively meet the targets of the pledges.</li> <li>▪ Develop an overall monitoring, and evaluation arrangement for the Action Plan 2008-2013</li> </ul>				X	X	Department of National Planning/UNDP and Ministry of Finance & Treasury	Technical Assistance	-
												<b>Project Costs</b>	<ul style="list-style-type: none"> <li>▪ Review the Medium-Term Expenditure Framework for the government 2009-2011 and the costing/prioritising proposed for the Manifesto</li> <li>▪ Working closely with the Ministry of Finance, assist the Ministries in costing strategies</li> <li>▪ Deployment of the Development Planning Advisor that will lead the above mentioned activities</li> </ul>			
<b>TOTAL</b>						<b>40,000.00</b>										

*\* Further technical assistance will be available through UN agencies' programme related missions undertaken during the period on any of the thematic areas*

## **Management Arrangements**

This project will be implemented under National Implementation (NIM) modality. Results-based management and operational, practical and targeted coordination are the main management arrangements followed under this project.

In line with UNDP prevailing rules and regulations and on the basis of indicators and required capacities, there will be one Lead Agency responsible for the overall accountability, management and administration of the project. The Department of National Planning of the Ministry of Finance and Treasury will be the Lead Agency for and the Implementing Partner (IP) as well as the Implementing Partner. The Lead Agency will designate the National Project Director (NPD) and a Project Manager/Assistant to support the project. The technical assistance outlined in the project will be provided by UNDP in collaboration with UNFPA, UNICEF and WHO. The National Planning Council will provide oversight to the Department of National Planning. The sector-based (line) ministries will be actively involved in undertaking the sector-based analyses and developing sector-based strategies with support from the Development Planning Advisor (see Annex A – detailed management matrix)

## **Monitoring and Evaluation**

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the development of a implementation plan and through reporting outlined in the technical assistance/consultancy.

The project assistance will be reviewed during agency annual programme review.



**Terms of Reference**  
**Development Planning Advisor – Lead Facilitator**  
**Support to the Development of an Action Plan for the Government of Maldives Manifesto**

**Background**

The Government of Maldives constituted the National Planning Council (NPC) in order to ensure coordination of planning functions of different sectors; determine national priorities; provide advice on long term development policies and strategies; ensure sustainable development of the nation; and, ensure balanced and equitable development at regional and local level. On the 14<sup>th</sup> of April, the NPC declared Maldives Democratic Party (MDP) Alliance Manifesto with 5 key pledges and policies, short-term and long-term goals under the areas of Social and Economic Development, Environment, and Good Governance, as the tool to guide the development direction of the country for the period 2008-2013.

The government has reassured that it will continue to adhere to the Millennium Declaration where the commitment was made towards the achievement the Millennium Development Goals (MDGs) by 2015. At the same time it continues to uphold and strengthen the implementation of the human rights treaties and conventions that the government of Maldives has ratified to date.

It is therefore recognized that the Manifesto needs to be consolidated to a concrete and results-based action plan with clear targets, mandates, means of implementation and monitoring progress.

**Objectives/Scope of Work**

The consultant is required to provide the overall technical support to the Government of Maldives to develop the Strategic Operational Action Plan. The consultancy will involve the following tasks and responsibilities;

- Develop a methodology to prepare the action plan in line with the concept note developed
- Facilitate the reviewing of the development context and trends through consultation and wider participation among government, private sector and civil society
- Provide technical support and oversight to reviewing of the 7<sup>th</sup> National Development Plan, the MDP alliance manifesto and existing sector-based policy assessments and plans
- Assess the capacity needs to undertake development planning by the government and provide training to the Department of National Planning and line ministries to develop the action plan taking into account the MDG goals and Human Rights Based Approach (HRBA) to development
- Provide technical oversight to the sector-based needs assessments exercise and facilitate the participation of all the sectors
- Provide advice and technical support to line ministries to the development of sector strategies and consolidation of sector-based policies
- Facilitate the consolidation of the sector strategies by the Department of National Planning and ensure integration of key cross-cutting sectors (gender, environmental sustainability).
- Facilitate the development of management frameworks to implement, monitor and review the sector strategies. Provide technical support to Department of National Planning to prepare guidance notes for each framework and sector strategy
- Facilitate the consolidation of the frameworks and sector strategies to the Action Plan.
- Facilitate the review of the action plan by the National Planning Council and validating of the action plan by the line ministries
- Develop an overall monitoring, reviewing and evaluation arrangement for the Action Plan 2008-2013
- Compile the final draft text of the Strategic Operational Action Plan of the Manifesto 2008-2013



**Outputs**

- Consultation workshop and training sessions on development planning, HRBA and MDG-based planning
- Consolidated sector-strategies, results-based management frameworks
- Guidance notes on the implementation of sector strategies and management frameworks
- An overall framework for monitoring and evaluation of the action plan
- Report: Action Plan to implement the MDP Alliance elections Manifesto 2008-2013

**Timeframe**

July – August 2009

**Duty Station**

Department of National Planning, Ministry of Finance and Treasury

**Qualification and Experience**

The Development Planning Advisor/Lead Facilitator should have the following minimum qualifications

- Post-graduate degree in Economics, Development Studies or related field
- Has extensive experience in development planning, strategic planning and development management.
- 7-10 years of working experience in development related field
- Good communication skills in oral and written English
- Experience in training on participatory approaches; rights-based approach and results-based management and gender mainstreaming.