

United Nations Development Programme
Country: Maldives
Programme Document – Sustaining inclusive and sustainable growth through building productive capacities.

Programme Title	Sustaining inclusive and sustainable growth through building productive capacities.
UNDAF Outcome	Institutional capacity strengthened and framework in place to coordinate and plan national development at local and national levels.
Relevant Strategic Plan Outcome	Outcome: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for excluded groups
Expected Output(s):	National and sub-national systems and institutions strengthened through evidence-based policy services and structural transformation of productive capacities lead to creating greater opportunities for youth employment.
Implementing Agency:	UNDP
Responsible Parties:	Ministry of Finance and Treasury, National Bureau of Statistics, Ministry of Youth and Sports, Ministry of Economic Development, Maldives National University (MNU), Civil Society.

Brief Description

While the Maldives has achieved five of the MDGs and is classified as an upper middle-income country, it faces some critical development challenges including, but not limited to, a narrow economic base, high levels of youth unemployment, widening economic and social disparities and a high and rising fiscal deficit. This is in addition to the unique constraints and threats geography and environment pose to the country's future development. UNDP's policy unit is well positioned to support the government address some of these critical challenges through (i) strengthening the capacity of the government to implement evidence-based policy and (ii) by offering pro-employment strategies that enhance productive capacities, especially among the youth.

Programme Period:	2014-2016	2014-2016 AWP budget:	USD 379,200.00
Key Result Area (Strategic Plan):	Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for excluded groups	Total resources required	USD 379,200.00
Atlas Award ID:	_____	Total allocated resources:	USD 225,000.00
Start date:	01 Oct 2014	• Regular:	USD 225,000.00
End Date	30 Sept 2016	• Other:	
PAC Meeting Date	18 Aug 2014	○ Donor	_____
Management Arrangements	_____	○ Donor	_____
		○ Donor	_____
		○ Government	_____
		Unfunded budget:	USD 154,200.00
		In-kind Contributions	

Agreed by Implementing Partner (UNDP):

Agreed by the Government of Maldives (Ministry of Finance and Treasury):

TABLE OF CONTENTS

SITUATION ANALYSIS4
STRATEGY5
STRUCTURE OF POLICY UNIT.....7
RESULTS AND RESOURCES FRAMEWORK9
MANAGEMENT ARRANGEMENTS (To Be Completed by CO)..... 12
MONITORING FRAMEWORK AND EVALUATION 14
LEGAL CONTEXT 17
ANNEX XX: AGREEMENTS..... 30

SITUATION ANALYSIS

1. The Maldives presents a unique context. It is the smallest country in South Asia, with a population of 338,400¹. Although its territory spans 90,000 square kilometres, it has a landmass of less than 300 square kilometres². Of the 1,190 coral islands formed around 26 atolls, only 188 islands are inhabited. Its densely populated island capital, Male, is home to one-third of the total population. Given the connectivity challenge that geography presents, internet and mobile cellular subscriptions have burgeoned. In fact, mobile tele-density in the Maldives is among the highest in the world: there are 166 mobile cellular subscriptions per 100 people³. At the same time, the spatial dispersion of the population poses major challenges in way of delivery of social services.

2. Having graduated from the least developed country (LDC) category in 2011, the Maldives is an upper middle-income country⁴, boasting a per capita GNI of USD 9,720. By 2010, it had already achieved 5 of the 8 Millennium Development Goals, making it South Asia's only "MDG plus" country at that time. Poverty is low (8 per cent in 2010), although urban poverty has increased; in Male' extreme poverty (USD 1.25-a-day) increased from 2 per cent to 7 per cent from 2005 to 2011. Inequality is moderately high, with a Gini value of 0.37 (in 2011), a decrease from 0.41 in 2005. However, viewing inequalities more broadly, significant disparities emerge not only in terms of income, but also across health and education outcomes with Meemu, Faafu and Dhaalu atolls achieving appreciably higher levels of human development than other regions. Remote islands with small populations have limited access to services including schooling, healthcare, social services, as well as to job opportunities. At the same time a high rate of inward migration to Malé hasn't led to greater employment, although unemployment is higher in the atolls as compared to the capital, Male.

3. Economic growth has been volatile, ranging from 12 to -4 per cent over the period 2008-2012⁵. With a narrow economic base, Maldives relies mainly on three sectors—tourism, fisheries and construction—to drive its growth. These sectors are subject to cyclical variations and shocks emanating from global markets. Volatility in international markets therefore has a direct bearing on Maldives fiscal position and ability to spend on social sectors as well as drive employment. The current fiscal burden is a source of concern, with government debt rising to over 80 per cent of GDP. Moreover, Maldives is, to a large degree, dependent on food and energy imports. With global price variations in both, food staples and fuel, the country becomes extremely vulnerable to external fluctuations and shocks.

4. The elected government has currently placed youth employment at the heart of its social agenda. Youth (18-35 years) comprise the largest population group (36 per cent) in the country, with those between 0-14 years of age comprising 26 per cent. Unemployment rates among youth have risen rapidly. Over a four-year period (2006-2010), the unemployment rate among youth aged 15-19 years rose from 13 to 35 per cent, and from 7.2 to 26 per cent for youth aged 20-24 years. Unemployment among the youth is a multi-dimensional issue in the Maldivian context, as the causal factors cut across several social dimensions including, among others, the steady influx of expatriate workers, drug abuse among the youth, and the varied quality of education and skills development. At the same time, an overhaul of governance systems and structures has compounded the problem.

5. Nonetheless, the Maldives has secured foundational elements of human development: universal primary education was achieved in 2000; life expectancy is close to 75; while health indicators are the best among South Asian countries. Therefore, Maldives does not face issues related to access to these

¹ World Bank, WDI 2012. Retrieved May 1, 2014 (<http://data.worldbank.org/country/maldives>)

² 2014 National Human Development Report of the Maldives, Bridging the Divide – Addressing Vulnerability, Reducing Inequality. UNDP 2014.

³ This suggests that many people in the Maldives had multiple cell phones (connections)

⁴ Upper middle-income countries have a GNI per capita between upper middle income, \$4,086 - \$12,615, calculated using the World Bank Atlas method.

⁵ WDI 2014. Retrieved May 9, 2014. <http://databank.worldbank.org/data/views/reports/tableview.aspx#>

basic services. Instead, current challenges are around issues of *equity, quality* and *sustainability* of services. It will have to find innovative ways to broaden its economic base, balance its budget, protect its environment, and cash in on the demographic dividend by providing economic opportunities for its growing population of youth. These are inter-related issues that will require strategic, cross-sectoral and informed planning with greater reliance on evidence-based policy analyses.

6. Taking note of the social and economic inequalities that still leave broad macroeconomic trends, fiscal burden and external shocks to which Maldives is extremely sensitive, the UNDP's Policy Unit's forward-looking programme has been designed to support Maldives' need for evidence-based and strategic planning, and in overcoming priority frontline development challenges such as high levels of youth unemployment.

STRATEGY

7. The programme strategy is threefold and based on a concrete Theory of Change (ToC): *(1) to enhancing the government's capacity to take informed policy decisions toward more inclusive and equitable human development; and (2) to address emerging issues that the government has deemed a priority, such as boosting youth employment, through employing a multi-dimensional and cross-sectoral approach.* The strategy would also employ innovation as a guiding principle, by introducing it and advocating for it at the policy level. [See page 20 for ToC]

8. The programme strategy is underpinned by the following:

- UNDP's comparative advantage in Maldives is its on-the-ground presence, longstanding relationship and partnerships with government and local stakeholders, its impartiality, and its ability to adapt to address emerging development priorities. In addition, UNDP Maldives is able to quickly source technical and issue-based expertise, as and when needed, through its knowledge hubs and global network.
- UNDP's Policy Unit will capitalize on its technical capacity to analyze macroeconomic trends and its ability to leverage and source technical expertise efficiently and effectively in addressing emerging needs as they arise. UNDP will rely on its flexibility in adapting to the shifting contexts to anticipate emerging development challenges, as well as advocate for an integrated and multi-dimensional approach in addressing.
- UNDP will utilize Innovation and creativity as a guiding principle, with a focus on capturing results over a two-year time horizon. New and existing technologies, tools and methods will be used by the project to maximize impact of initiatives it develops and implements. Where applicable, prototypes will be developed to test impact of initiatives before they are taken to scale or piloted, to minimize risk and determine effectiveness. Furthermore, it will draw upon and leverage existing and new partnerships to spark transformational change.

9. This programme document will directly contribute to the following focus areas:

(i) Enhancing the government's capacity to take informed policy decisions toward more inclusive and equitable human development.

10. While Maldives has confronted several challenges on the political and social front, it still has among the best socioeconomic indicators in South Asia—a testimony of its resilience. However, measureable disparities in socio-economic outcomes exist between the different regions, and in particular, between the capital Malé and some of the outer Atolls. Moreover, structural dependence on external markets for imports and to a lesser extent exports, and on development partners for technical and financial assistance poses systemic risks to these achievements. The absence of a robust evidence base or data analyses compounds these challenges, making it difficult to design effective results-oriented policy interventions.

11. The lack of a development framework with clearly articulated goals and targets has hindered the emergence of a robust system of incorporating evidence into policy—not only in terms of setting up M&E systems that are vital for demonstrating results and resource mobilisation - but also in terms of making use of existing data to generate findings that can fill the knowledge gap on emerging issues (such as youth unemployment, social and economic inequalities, urban poverty, migration, gender parity, environmental challenges, public finances and debt) as well as shed new light on better known issues (such as the provision of safe drinking water). In the absence of evidence, information and well-established goals, it becomes a challenge to design effective interventions against problems whose depth, magnitude and impact are not accurately assessed.

12. The policy unit will have basic in-house capacity to recognize and accurately determine areas where evidence is lacking and therefore identify, through stakeholder consultations and research, development areas that require further research and analysis to be better understood. In addition, recent reports produced, such as the 2nd NHDR and the 4th MDGR, will be used to determine topics that require additional research. Based on research and analyses, it will propose recommendations and options to the government that aid in building an evidence base where current gaps exist. This will include statistical capacity building in areas where it is currently lacking.

13. The policy unit will craft policy briefs on topical and priority issues for policymakers and relevant stakeholders. These briefs will be specifically designed to influence policy and be published on a recurring basis. The briefs will be short, present evidence in a clear and comprehensible manner, and provide feasible policy options, the impact of which can be measured. The policy unit will work closely with the communications officer (UNDP as well as RCO) to ensure coverage and targeting of these briefs. It will be important to track whether the briefs were used, and more importantly, whether the recommendations/policies were adopted. This evidence can easily be gathered given the working relationship between government and UNDP. The policy unit will be receptive to feedback, especially in terms of improving and better tailoring the briefs to achieve their objective. Depending on the topic, expertise for developing these briefs will be sourced externally—either through local public and private universities (Maldives National University), and/or from issue experts and specialists in UNDP's Bangkok Regional Centre in Thailand.

(ii) Addressing emerging issues relevant to inclusive and equitable human development

14. At any given time, the Maldives will have several priorities in way of development issues it aims to tackle. The Policy Unit, in turn, will have to strategically decide, based on several factors, the specific issue/s it would support the government and development partners help address.

15. Supporting the youth across several dimensions—employment, entrepreneurship, social cohesion, skills development, etc.—has been a mainstay of the government’s agenda. Unemployment rates among the youth have risen rapidly in the past few years. Over a four-year period (2006-2010), the unemployment rate among youth aged 15-19 years rose from 13 to 35 per cent, and from 7.2 to 26 per cent for youth aged 20-24 years. Unemployment is higher in the atolls as compared to the capital, Male.

16. In line with UNDP’s Strategic Plan, the Policy Unit will support the efforts of the government and its development partners in boosting youth employment and entrepreneurship. Specifically, the Policy Unit will source expertise from within and outside the UN system (Regional Hub in Bangkok, UN Global Pulse Lab in Jakarta, Innovation and design labs in Singapore, Malaysia, and Thailand, etc.) and offer a package of services toward the government’s flagship Youth Entrepreneurship Programme that includes the development and rollout of business incubators aimed at youth. UNDP will offer support from the inception—in terms of programme development and design, as well as on a sustained basis—in terms of critical services including trainings, sourcing of expertise from within and outside the region, setting up the incubators and M&E toward the business incubator facilities.

17. In addition, by working with the government (Ministry of Economic Development, Ministry of Youth and Sports, Ministry of Finance and Treasury the Ministry of Education, etc.), PUNOs, NGOs, development partners, and influential youth groups and CSOs, the Policy Unit will run time-bound innovative initiatives that aim to gather evidence and information on the youth. Given the paucity of timely data and information on the youth, the Policy Unit will harness the power of social media platforms such as *Twitter* and *Facebook* to gain a deeper understanding of the issues affecting young people, especially in terms of the employment challenges they face. Concurrently, the Policy Unit will work closely with PUNOs and the Ministry of Finance and Treasury to support the gathering of statistics through standardized surveys⁶.

(iii) Using innovation as a guiding principle

18. Innovation will be the guiding principle for all the initiatives of the Policy Unit. Increasingly, innovations are being used in terms of gathering evidence and for monitoring and evaluation of initiatives. *Crowd sourcing, real time reporting, mobile data collection, participatory statistics*, etc. are just some of the innovations being used globally for data gathering and analyses. Moreover, elements of *design-thinking* will be adopted where applicable to ensure clarity in terms of objectives, aims, funding, feasibility, and scaling of potential initiatives. Therefore, the Policy Unit will focus on incorporating such innovations where applicable, to inform both the strategic policy advisory services it offers, as well as in the design of initiatives being developed.

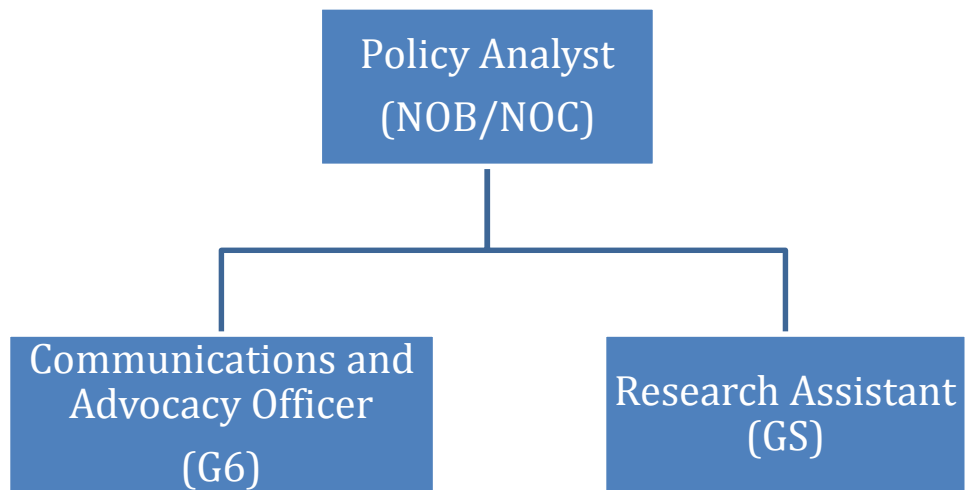
19. The support to the government’s Youth Entrepreneurship Programme that includes setting up business incubators for youth entrepreneurs is already an area that is cutting-edge and innovative in its scope. In addition to substantively supporting the development and operational aspects of Youth Entrepreneurship Programme, the Policy Unit will develop initiatives that can be implemented rapidly for quick results, and if successful, such initiatives will be scaled up.

STRUCTURE OF POLICY UNIT

⁶ The Maldives currently does not have a Labour Force Survey in place.

20. The policy unit will comprise three staff, including:

1. Policy Analyst (NOB/NOC)
2. Communications and Advocacy Officer (G6)
3. Research Assistant (GS)



RESULTS AND RESOURCES FRAMEWORK

UNDAF OUTCOME 14: Institutional capacity strengthened and framework in place to coordinate and plan national development at local and national levels.

CPD Outputs: Development effectiveness and harmonization achieved in implementing the Strategic Action Plan (SAP) through strengthened coordination and capacity at the national and decentralized levels

Partnership Strategy:

The Policy Unit will build on existing strategic partnerships and mechanisms that the CO poverty reduction unit has developed and strengthened over the years. In addition as it will work to address issues of youth employment, stronger partnerships will be forged with youth groups.

The Policy Unit will deepen its collaboration with the Ministry of Sports and Youth, while continuing to closely work with the Ministry Economic Development, Ministry of Finance and Treasury (main counterpart), and other relevant Ministries and departments.

It will be critical for the Policy Unit to strengthen its partnerships with development partners, especially those working to address youth unemployment and seek out joint initiatives and activities that lead to achieving the objectives of the Policy Unit's overall programme. In addition, to provide the government with the most relevant expertise it will source expertise from within (UNDP' Bangkok Regional Hub and UN Global Pulse, Jakarta) and outside the UN system. The Policy Unit will also work in partnership with the local universities, including the Maldives National University, especially on developing strategy and policy papers on specific topics of relevance to national planning and policy making.

Finally, the Policy Unit will need a robust advocacy and outreach strategy to promote and communicate the activities and core objectives of the Policy Unit's programme. It will reach out to not only local development partners, but also the private sector as well as bilateral and multilateral development partners. The use of social media and other communications tools will ensure that messaging on future and on-going activities is effectively communicated.

Programme title and ID (ATLAS Award ID):

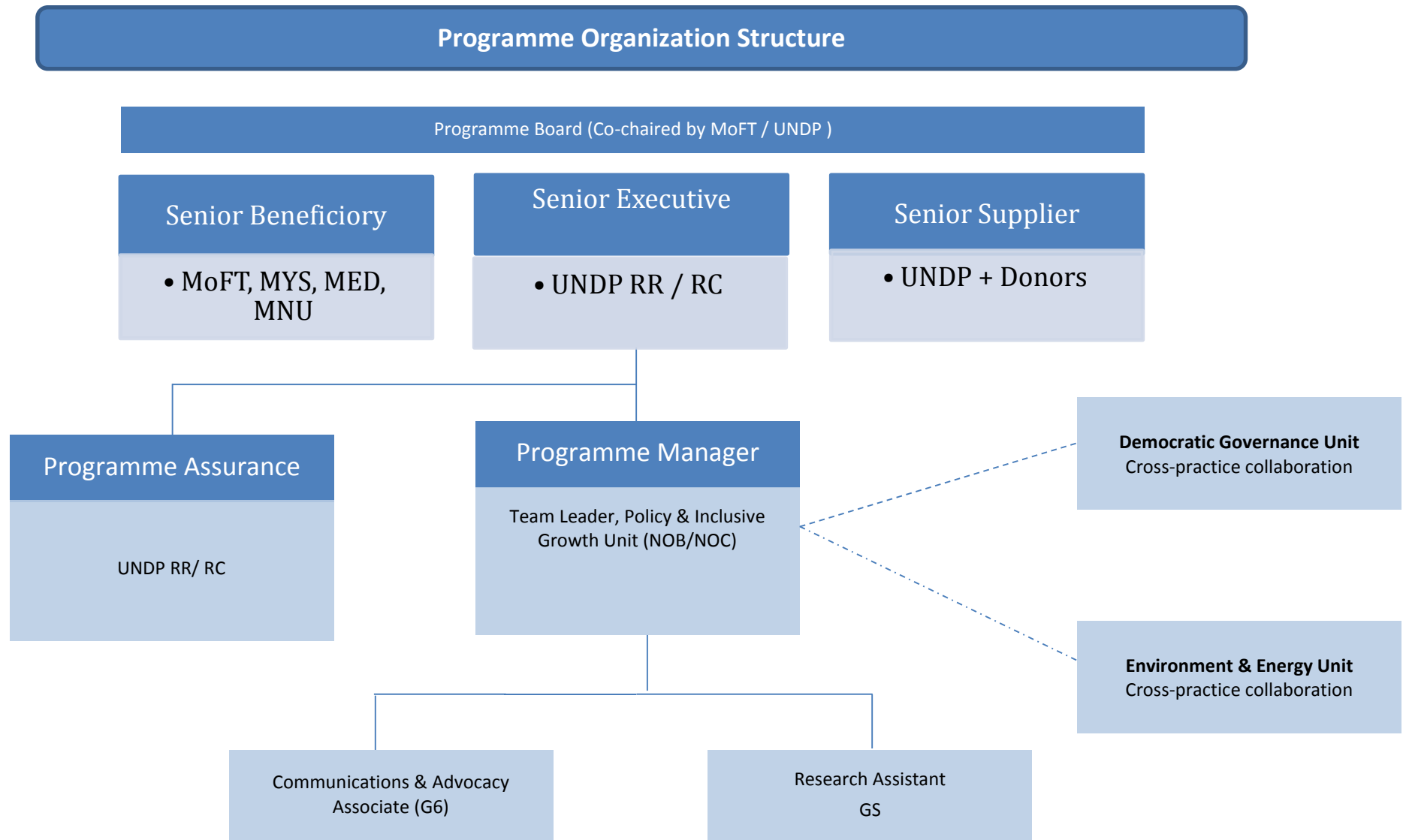
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD) YEAR 1	INPUTS (USD) YEAR 2
------------------	----------------------------	-----------------------	---------------------	---------------------	---------------------

<p>Output 1: National and sub-national systems and institutions strengthened through evidence-based policy services and structural transformation of productive capacities lead to creating greater opportunities for youth employment</p> <p><u>Indicator 1.1:</u> Number of reports and analytical papers available to government ministries to inform policies. <u>Baseline (2014):</u> Policy analysis was conducted in 2013-14 for the National MDGR and NHDR. These two reports provide a baseline in terms of evidence-based policy analysis. 3 diagnostic studies/strategy documents have been produced since 2012 (Diagnostic study on EBP, HR strategy 2011-2015 for Tourism Sector, and Situation Analysis of Employment (National Employment Action Framework))</p> <p><u>Indicator 1.2:</u> Number of advocacy events and policy dialogues on critical priority development issues for the Maldives. <u>Baseline (2014):</u> 1 policy dialogue conducted in Q2 2014 at the launch of the NHDR.</p> <p><u>Indicator 1.3:</u> Extent to which data gaps across critical goal areas addressed (poverty, employment, inequality) and disaggregated data available for post 2015 indicators. <u>Baseline: by 2015.</u></p> <p><u>Indicator 1.4:</u></p>	<p>Targets Year 1 <u>2014-15:</u> 1 National NHDR 2014 produced and launched. <u>2014-15:</u> 1 Maldives MDGR 2014 produced and launched. <u>2014-15:</u> 2 policy briefs/ strategy papers –building on the NHDR and MDGR—produced and disseminated. <u>2014-15:</u> 3 policy dialogues conducted on critical priority development issues (i.e. youth employment, urban poverty, sustainable growth model, etc.) for the Maldives successfully organised. <u>2014-15:</u> Statistical Capacity building support provided to government on indicators relevant for localizing the post 2015 Development Agenda. <u>2014-15:</u> Detailed and comprehensive ToR and SoPs for the Youth Entrepreneurship Programme produced and validated leading to successful launch of the youth entrepreneurship programme. <u>2014-15:</u> Support toward Launch event for the Youth Entrepreneurship Programme provided and challenge conducted. <u>2014-15:</u> Online platform for sourcing views from youth launched and analytics conducted.</p> <p>Targets Year 2 <u>2015-16:</u> 3 policy briefs and strategy papers produced and</p>	<p>Result Activity 1: Evidence based policy analysis conducted and policy and strategy briefs produced -Identify themes and draft ToRs for research and policy analyses based on stakeholder consultations and existing policy and research reports (i.e. NHDR and NMDGR). -Draft focused and short policy briefs and strategy papers designed to influence policy and planning. -Conduct, in consultation with government and stakeholders, policy dialogues to feed into national planning, parliamentary discussions, and budget planning exercises. -Develop and mainstream an innovative social media and communication strategy for policy and strategy papers as well as for policy dialogues.</p> <p>Result Activity 2: Statistical Capacity Building provided in areas where data gaps remain -Identify data gaps based on the findings of the NMDGR 2014 -Work closely with government counterparts, especially with Planning/Statistics Division (MoFT) on addressing data gaps. -Monitor progress made on adopting and adapting the post 2015 development agenda in national planning processes.</p> <p>Result Activity 3: comprehensive innovative package of services provided toward Youth Entrepreneurship -ToR and SoPs for youth entrepreneurship programme drafted and subsequently validated by government. -Invite entrepreneurs, innovators and business leaders from within the region for the launch event.</p>	<ul style="list-style-type: none"> ▪ UNDP Policy Unit Maldives, UNCT, UNDP-APRC, Government Ministries (MED, MoYS, MoFT and MNU ▪ UNDP programme team, UNCT, UNDP APRC, UN Global Pulse, Govt. (MoYS, MED, MoFT, MoE) Dhi Youth Movement, CSOs, Design Innovation Team. 	<ul style="list-style-type: none"> ▪ Policy Analyst (NOB):USD 38,000 ▪ Comms Officer (G6): USD 27,600 ▪ Research Assistant (GS/4): USD 11,500 ▪ APRC support/expertise for strategy papers and policy analysis: USD 25,000 ▪ Workshops and events: USD 15,000 ▪ Travel costs: USD 10,000 ▪ Government (MoYS) cost sharing on Entrepreneurship Programme: ▪ Youth Entrepreneurship Prog including support from APRC: USD 30,000 ▪ Travel costs: USD 5,000 	<ul style="list-style-type: none"> ▪ Policy Analyst (NOB): USD 38,500 ▪ Comms Officer (G6): USD 28,000 ▪ Research Assistant (GS/4): USD 12,000 ▪ APRC support/expertise for strategy papers and policy analysis: USD 25,000 ▪ Workshops and events: USD 15,000 ▪ Travel costs: USD 10,000 ▪ Government (MoYS) cost sharing
--	--	--	---	---	---

<p>Progress made in designing the Youth Entrepreneurship programme Including the development of the ToR and SoPs.</p> <p><u>Baseline (2014):</u> Draft concept note produced.</p> <p><u>Indicators 1.5:</u> Number of Innovative youth initiatives launched to inform government policy on youth employment.</p> <p><u>Baseline (2014):</u> Concept note for youth platform drafted based on current data on youth.</p>	<p>disseminated to inform government policy and planning.</p> <p><u>2015-16:</u> 4 strategy briefs produced and disseminated to inform government policy and planning.</p> <p><u>2015-16:</u> 3 targeted policy dialogues conducted based on findings of policy briefs and strategy papers.</p> <p><u>2015-16:</u> Statistical Capacity building support provided to government on indicators relevant for localizing the post 2015 Development Agenda.</p> <p><u>2015-16:</u> Package of services provided for Youth Entrepreneurship Programme (trainings, sourcing expertise, M&E, outreach, private sector engagement).</p> <p><u>2015-16:</u> Urban Youth strategy developed and fed into govt. policy.</p>	<p>-Draft ToRs and associated background documents for package of support services to be offered to government.</p> <p>-Put together a team of UN staff and consultants to carry out specific tasks and deliverables for youth incubator facilities.</p> <p><u>Result Activity 4: Platforms for facilitating youth dialogue for informing policy decisions developed</u></p> <p>-Write ToR and hire consultants to set up online youth platform for sourcing perceptions and views on issues affecting youth.</p> <p>-Conduct analytics on a quarterly basis of information gathered through the platform.</p> <p>-Disseminate and showcase results/findings based on analytics.</p> <p>-Draft ToR and work with APRC to develop Urban Youth Strategy for Maldives.</p> <p>-Conduct stakeholder consultations around Urban Youth Strategy.</p> <p>-Work with relevant government ministries and development partners to finalize and validate strategy for implementation.</p>		<ul style="list-style-type: none"> ▪ Online Platform: USD 15,000 	<p>on Entrepreneurship Programme:</p> <ul style="list-style-type: none"> ▪ Youth Entrepreneurship Prog including support from APRC: USD 25,000 ▪ Travel costs: USD 5,000 ▪ UNDP APRC Support to Urban Youth Strategy: USD 10,000 ▪ Online Platform : USD 10,000
			Subtotals:		
			OVERALL TOTAL PER YEAR:	US\$ 177,100	US\$ 178,500
			OVERALL PROGRAMME BUDGET	US\$ 355,600	

MANAGEMENT ARRANGEMENTS

The programme will be implemented through the UNDP Direct Implementation Modality (DIM) and in line with the UNDP programme management guidelines. It will have the following organizational structure:



The **Programme Board** will have overall responsibility for programme implementation, oversight & quality assurance. The Programme Board will provide policy guidance and monitor the performance of the programme, review progress on a periodic basis, approve progress reports and end of programme report as well as manage risks and issues. The Programme Board will ensure that required resources are committed and arbitrate any conflicts within the programme as well as negotiate a solution to any problem between the programme and external bodies. The Programme Board will authorise any major deviation in programme work plans as well as approve budget revisions. It will also be responsible for assessing and deciding on programme changes through revisions. The Programme Board will meet biannually (twice a year) or as determined by the board itself. The Programme Board will comprise representatives of the following organisations: UNDP, the Ministry of Finance and Treasury, Ministry of Youth and Sports, Ministry of Economic Development and the Maldives National University (MNU).

The programme's **Senior Executive** will be the UNDP Resident Representative/RC or a UNDP staff member delegated by him/her. The programme's Executive will have ultimate responsibility for the programme vis-à-vis the UNDP Administrator. As part of the responsibilities of the Programme Board, the Senior Executive will ensure that the programme is focused, throughout the programme cycle, on achieving its outputs. Additional responsibilities include monitoring and controlling the progress of the programme at a strategic level, ensuring that risks are being tracked and mitigated as effectively as possible and ensuring that the Programme Board meet in a timely manner, as stipulated in the programme document. The Senior Executive will be responsible for signing the Annual Work Plan (AWP) and budget revisions for UNDP.

The **Senior Beneficiary** has the primary function of ensuring the realization of programme results from the perspective of programme beneficiaries. As part of the responsibilities for the Programme Board, the Senior Beneficiary will be responsible for ensuring that specification of the beneficiaries' needs are accurate, complete and unambiguous, implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards identified targets, impact of potential changes is evaluated from the beneficiaries' point of view, risks to the beneficiaries are frequently monitored, providing the opinion of beneficiaries of implementation of any proposed changes, and helping to resolve priority conflicts.

The primary function of the **Senior Supplier** will be to provide guidance regarding the technical feasibility of the programme; it will also have authority to commit or acquire resources, as required. As part of the responsibilities of the Programme Board, the Senior Supplier will advise on the selection of the strategy, design and methods to carry out programme activities. Quality assurance and oversight roles include ensuring that standards defined for the Programme are met and used to good effect, monitoring potential changes and their impact on the quality of deliverables and monitoring risks in programme implementation. Within the context of the Programme Board, the Senior Supplier will also be responsible for ensuring that progress towards outputs remains consistent, contributing the supplier's perspective & opinions on implementing any proposed changes and arbitrating on and ensuring resolution of input/resource related priorities or conflicts.

In accordance with the UNDP's programme management guidelines, the UNDP representative on the Programme Board will serve as the **Senior Executive**. The **Senior Beneficiary** will be represented by the Ministry of Finance and Treasury.

The **Programme Manager** will be the Policy Analyst, Policy Unit Team Leader, who will have the responsibility to run the programme on a day-to-day basis on behalf of, and within the constraints outlined by, the Programme Board. S/he will work under day-to-day supervision of the Resident Representative/Resident Coordinator and the overall guidance of the Programme Board. The Programme manager is responsible for overall Programme implementation, financial management, administration, monitoring and reporting. The Programme manager will be responsible for managing the realization of the programme outputs through activities as specified in the annual work plan. The programme manager's prime responsibility is to ensure that the programme produces the results (outputs) specified in the programme document, to the required standard of quality and within the specified constraints of time and cost. The programme manager will manage the programme from the UNDP Country Office in Male. The programme manager will recruit the team members, including one policy analyst and one research assistant.

Programme Assurance: The Programme assurance function and internal accountability will be ensured by the UNDP Resident Representative/Resident Coordinator who will be responsible to ensure that the programme meets all UNDP reporting requirements.

MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP POPP, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex x), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the programme implementation.
- Based on the above information recorded in Atlas, a Programme Progress Reports (PPR) shall be submitted by the Programme Manager to the Programme Board through Programme Assurance, using the standard report format available in the Executive Snapshot.
- a programme Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the programme
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

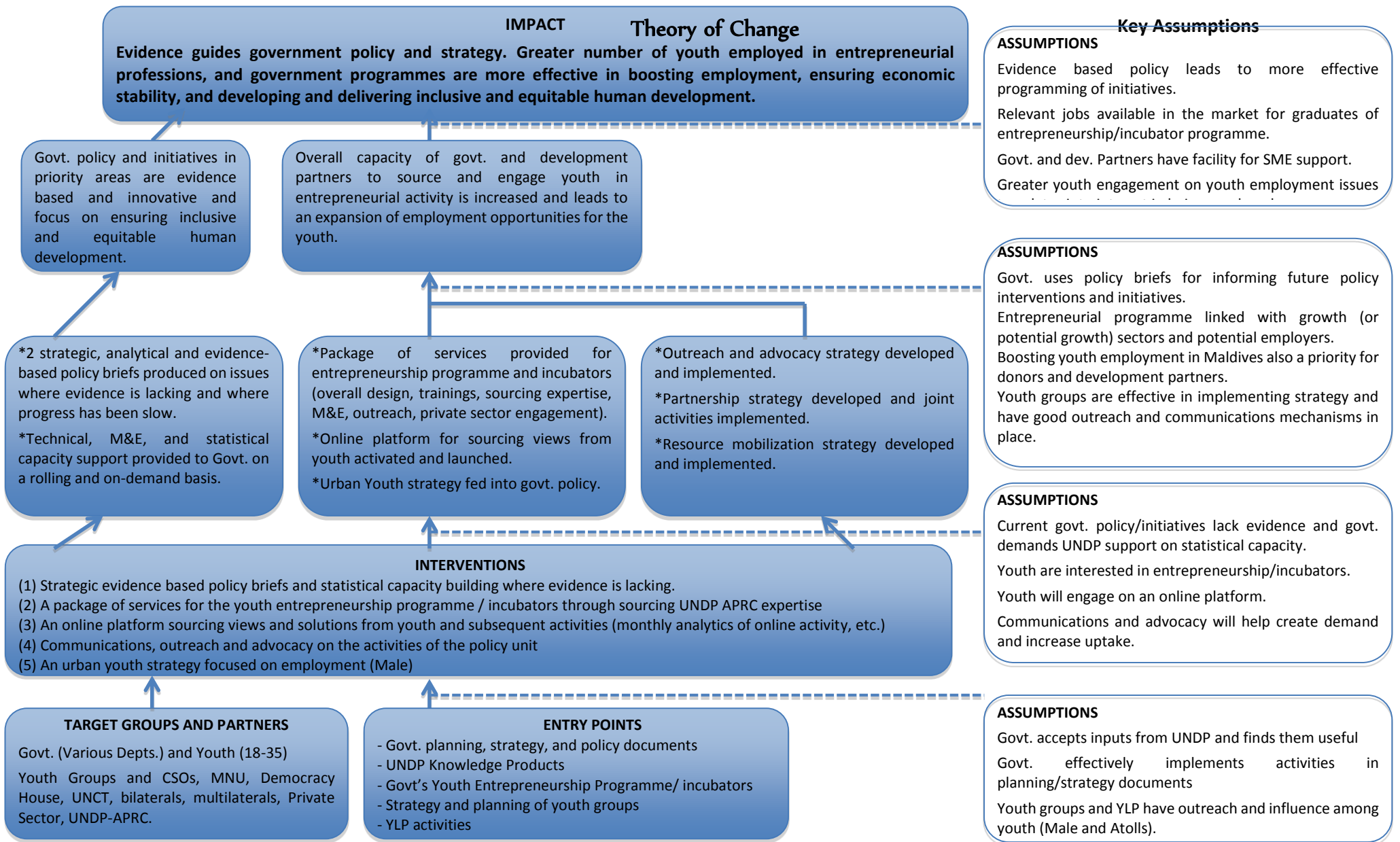
Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Programme Manager and shared with the Programme Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Programme Review.** Based on the above report, an annual programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Programme Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Programme Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process “Defining a Programme” if the information is available. This table shall be further refined during the process “Initiating a Project”.

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: End Date:
Purpose	<i>What is the purpose of the activity?</i>	
Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>



Problem Statement: *development strategies and public policy often lack a strong evidence base across several areas of development. Policy decisions and budgetary allocations can benefit from evidence. In addition, high and rising youth unemployment has emerged as a priority issue for the government to address. The causes are several and not well understood. The use of new and existing innovations to boost youth employment remains an untapped resource. A cross-sectoral and multi-dimensional approach has yet to be implemented.*

LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Programme Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the programme is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document".

ANNEX 1: TERMS OF REFERENCE – POLICY SPECIALIST/Team Leader

Location :	Male, Maldives
Type of Contract :	FTA Local
Post Level :	NO-C
Languages Required :	English and Maldivian/Dhivehi
Duration of Initial Contract :	1 year

Background

The UNDP Maldives' Policy and Inclusive Growth Unit, under its programme '*Sustaining inclusive and sustainable growth through building productive capacities*', aims to strengthen the CO capacity to provide high quality research and evidence-based policy advice to the Government of Maldives, and respond to emerging and complex development challenges of the country with its relatively recent graduation to a Middle Income Country status. In this regard, the UNDP CO is seeking a Policy Specialist to lead the Policy and Inclusive Growth Unit and the Programme, Sustaining inclusive and sustainable growth through building productive capacities.

Under the direct supervision of the UNDP CO Resident Representative, the Policy Specialist will lead the Policy and Inclusive Growth unit, guiding and leading the research and policy analysis work on priority development issues for the country. The Policy Specialist monitors socio-economic policy developments and provides analysis for formulation of strategies and briefings to Senior Management. S/he will provide advice to Senior Management on socio-economic policies and trends, as well as on priority and emerging complex development challenges faced by the country, to guide the CO programming and lead advocacy work on critical development issues. The Policy Specialist works closely with Government counterparts to identify alternative policy options and to enhance the policy impact of UNDP projects and programmes. S/he leads and contributes to UNDP's policy dialogue with other UNDP programme units as well as Government and donors.

The Policy Specialist will be responsible for leading and supervising the Policy and Inclusive Growth Unit and ensuring cross-practice cooperation and coordination, working in close collaboration with the democratic governance and environment and energy units as well as the RC office. The Policy Specialist maintains a network with colleagues from UNDP, UN Agencies, IFIs, Government officials, multi-lateral and bi-lateral donors and civil society.

Duties and Responsibilities

The Policy Specialist is expected to:

- Lead and manage the CO Policy and Inclusive Growth Unit, providing strategic guidance for the unit's programme to support the results of the UNDP's Strategic Plan (2014-2018).
- Provide advice and support to the RC/RR and other UNDP senior management, programmes and projects on critical and complex development issues faced by the country and facilitation of knowledge building and management.
- Guide and lead the UNDP's research and policy analysis work commissioned by the unit
- Lead the Policy and Inclusive Growth UNDP advocacy work in collaboration with other programme units
- Promote and facilitate South-South collaboration & knowledge exchange around critical development issues faced by the country
- Contribute to building strategic partnerships with national and regional institutions and donors, and support the implementation of the resource mobilization strategy

1. The Policy Specialist leads the Policy and Inclusive Growth Unit, provides substantive guidance to the unit's programme and annual work plans and manages the unit's human and financial resources. S/he will:
 - Provide strategic guidance for programming, planning, budgeting, implementing and monitoring the unit's work plan through effective application of RBM tools, including contributing to office evaluation and audit plans and all other requirements related to programme management.
 - Manage the unit's budget and track the use of financial resources in accordance with UNDP rules and regulations. The Policy Specialist performs Atlas approval functions, as designated, for development projects, approves transactions, and ensures integrity of financial systems, review of budget requirements and the consistent application of rules and regulations, with greater accountability and transparency including the coordination with the programme board.
 - In consultation with the RC/RR and Operations Manager, s/he is responsible for recruitment, performance and career management and supervision of the unit's staff, to motivate and promote organizational excellence.
 - Promote team building both within the unit and across units, to encourage harmonious work relationships and business work flows. S/he will promote thematic and sectoral synergies.
 - Effectively monitor and assess the quality and impact of the unit's policy work and revise the unit's work plan when and if needed.
 - In close consultation with the Operations Manager, explore options for a cost-recovery system for the services provided by the unit to other unit's projects/programme.

2. The Policy Specialist provides advice and support to the RC/RR and other, programmes and projects on critical and complex development issues faced by the country. S/he will:
 - Compile, analyse and interpret economic and statistical data, thorough research on socio-economic and other development issues in the country
 - Advise and support the RC/RR and other senior management on socio-economic and other development issues faced by the country, to inform dialogues with the Government and the donors
 - Prepare briefing notes, talking points and speeches for the RC/RR and other senior management
 - Provide top quality analysis and substantive inputs to CCA, UNDAF, CPD, CPAP and other strategic documents
 - Provide advice on possible areas for UNDP support and adjustment of on-going programmes to ensure that UNDP programmes are in line with national policies and priorities
 - Formulate and facilitate UNDP inputs and CO support to national poverty reduction efforts in the context of PRSP and poverty monitoring, including of the MDG

3. The Economics Specialist is responsible for planning and guiding the unit's research and policy analysis work. S/he will:
 - Select strategic research topics, surveys and/or case studies
 - Identify, review and synthesize relevant policy options, good practices and lessons learned to address development issues faced by the country
 - Assesses the country's macro-economic policies and their impact on poverty reduction, growth, equity, etc.
 - Plan and guide the development of knowledge products, such as case studies and reports
 - Guide research on key development challenges facing the country, including preparing the ToRs for research projects and concept notes, review drafts and organize peer reviews processes
 - Link upstream policy and downstream projects, distilling lessons from downstream projects to inform strategic policy options and ensuring that local realities are reflected in, and influence national development policy and strategies
 - Partner with, and develop the capacity of national research institutions to take innovative approaches to emerging development priorities
 - Generate new ideas for projects/programmes and play a leading role in identifying and formulating new strategic programmes in consultations with the Government
 - Lead the unit's team in programme formulation and networking to ensure a programme which is relevant and responsive to changes in the country context

- Lead the production and launch of national reports, including the National Human Development Reports and the National MDG Report
4. The Economics Specialist leads the unit's advocacy work. S/he will:
- Disseminate research findings on key development issues through policy papers, case studies, reports (including the National MDG Report and the National Human Development Report)
 - Prepare op-eds authored by the RC/RR, and other advocacy and communication products
 - In collaboration with other CO units and the communication office/officer, convene national policy dialogues around emerging and/or longstanding development challenges, to create awareness and promote change and policy reforms
 - Disseminate materials for global advocacy work and adapts it for use at country level
 - Lead policy advocacy for the Millennium Development Goals, Human Development and pro-poor and equitable economic growth by participating in relevant forums, conferences and trainings
 - Manage events and publications on critical development issues, including annual launches of the Global/Regional Human Development Report in the country, advocacy of the main reports' findings among relevant Governmental agencies, civil society organizations and donors
5. The Economics Specialist promotes and facilitates South-South collaboration & knowledge exchange.
- Provide guidance and supervision to the unit's staff to perform knowledge management functions
 - Facilitate policy dialogue on socio-economic issues with the Government, donors, civil society, private sector, and contributes to the development of policies as relevant
 - Promote knowledge sharing and South-South collaboration with other countries in the region, or outside the region, on shared development challenges
 - Support the Government in promoting and sharing the country's good practices, programmes and policies/reforms with other countries in the region and outside
 - Support the Government to formulate the country's position on a number of global and regional issues, including the post2015 agenda, for its effective participation in global and regional conferences and *fora*
 - Support technical and institutional capacity of national research institutions and think tanks for research and policy analyses
 - Promote a knowledge sharing and learning culture in the CO
 - Contribute to knowledge networks and communities of practice through identification of best practices and lessons learned
 - Conduct training and capacity development support for UNDP staff and Government officials on socio-economic issues
6. Building strategic partnerships with national and regional institutions and donors and implementation of the resource mobilization strategy. S/he will:
- Develop partnerships with UN Agencies, IFI's, government institutions, bi-lateral and multi-lateral donors, private sector, and civil society organisations, based on strategic goals of UNDP, country needs and donors' priorities
 - Promote and initiate new partnerships with research institutions, Think Tanks, CSOs, networks for collaboration and joint work
 - Develop and guide the implementation of the unit's resources mobilization strategies to resource the unit's research and advocacy work, as well as the CO programme
 - Identify strategic areas of cooperation with relevant institutions
 - Analyse information on donors, prepare substantive briefs on possible areas of cooperation, and identify opportunities for cost-sharing
 - Conduct research and analysis of information on donors, preparation of substantive briefs on possible areas of cooperation
 - Produce periodic updates and briefs on country development situation to be used by stakeholders, CO and HQ
 - Undertake selected studies/research on emerging development concerns that feed into government/development partners processes

Impact of Results

The key results of the post of Economics Specialist strengthen UNDP's contributions to the national policy dialogue and enhance the policy impact of UNDP programmes and projects. In particular, the key results have an impact on the design of programmes, and creation of strategic partnerships as well as reaching resource mobilization targets. The post increases visibility of UNDP in the discussion about socio-economic policies and analysis.

Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism
- Demonstrate corporate knowledge and sound judgment

Functional Competencies:

Communication

- Demonstrates good oral and written communication skills
- Facilitate and encourage open communication and strive for effective communication

Teamwork

- Builds and promotes effective teams
- Demonstrate ability to work in a multicultural, multi ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds

Learning and knowledge management

- Promotes knowledge sharing and a learning environment in the office through leadership and personal example
- Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and applies newly acquired skills
- Seeks and applies knowledge, information, and best practices within and outside of the UN
- Leverages multi-disciplinary, institutional knowledge and experience to promote UNDP's development agenda
- Shares knowledge across the organization and builds a culture of knowledge sharing and learning.

Creativity

- Develops and/or participates in the development of tools and mechanisms, including identifying new approaches to promote individual and organizational learning and knowledge sharing using formal and informal methodologies
- Builds staff competence, creating an environment of creativity and innovation
- Supports innovative ideas, documenting successes and building them into the design of new approaches

Leadership and management

- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates openness to change and ability to manage complexities
- Leads teams effectively and shows mentoring as well as conflict resolution skills
- Creates an emotionally intelligent organization
- Leverages different experiences and expertise of team members to achieve better and more innovative outcomes
- Ability to think strategically and to manage on driven by results
- Stay composed and positive even in difficult moments, handle tense situations with diplomacy and tact, and have a consistent behavior towards others

- Surface conflicts and address them proactively acknowledging different feelings and views and directing energy towards a mutually acceptable solution

Decision making and judgment

- Demonstrate informed and transparent decision making

Client Orientation

- Builds strong relationships with clients and partners, focuses on impact and result for the client and responds positively to feedback
- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Demonstrates understanding of client's perspective and anticipates client needs
- Ability to build trust and strengthen partnerships

Required Skills and Experience

Education

- Master degree in economics/development economics, public policy and other relevant social science; a PhD and familiarity with quantitative research methods would be an advantage

Work Experience

- At least, 5 years of progressively higher relevant experience at the national / international levels with research, policy analysis and dialogue and extending policy advisory services
- 3 or more years of senior-level management responsibilities of similar size and complexity
- Hands-on experience in designing research and development projects
- Experience with forging partnerships with national and international organizations for program implementation and resource mobilization
- Ability to function at both research and management levels
- Demonstrated understanding of the MDGs and human development frameworks, and is familiar with current debates on sustainable development and the Post2015 agenda at the global, regional and country level
- Quantitative skills and familiarity with MDG databases would be an advantage
- Track record of research/publications and policy-oriented analysis would be an advantage
- Familiarity and understanding of the socio-economic and political context of the Maldives, including work experience in the country would be an advantage
- Experience with working with UN agencies or other international organizations in supporting policy research activities an advantage

Language

- Proficient written and spoken English
- Working knowledge of the local language of the duty station: Maldivian - Dhivehi

ANNEX 2: TERMS OF REFERENCE – COMMUNICATIONS AND ADVOCACY ASSOCIATE

Location :	Male, Maldives
Type of Contract :	FTA Local
Post Level :	GS 6
Languages Required :	English and Maldivian/Dhivehi
Duration of Initial Contract :	1 year

Background

The UNDP Maldives' Policy and Inclusive Growth Unit, under its programme 'Sustaining inclusive and sustainable growth through building productive capacities', aims to strengthen the CO capacity to provide high quality research and evidence-based policy advice to the Government of Maldives, and respond to emerging and complex development challenges of the country with its relatively recent graduation to a Middle Income Country status. In this regard, the UNDP CO is seeking a Communications and Advocacy Associate to undertake necessary Communications and Advocacy work carried out by the Unit.

Under the guidance and direct supervision of the Policy Specialist, the Head of the Policy and Inclusive Growth Unit, the Communications and Advocacy Associate will provide support for research and policy analysis on priority development issues faced by the country. S/he will also provide support for organizing and managing policy dialogues around priority development challenges, advocacy and information campaigns. S/he will be the primary responsible for knowledge management and will support the development of knowledge products.

The Communications & Advocacy Associate also supports the implementation of the communications and advocacy strategies of the office to increase the standing and awareness of UNDP with partners, the media and the public. The Communications & Advocacy Associate promotes a client-oriented approach in UNDP.

S/he works in close collaboration with UNDP programme staff, other UN Agencies, UNDP HQs staff (Communications Office) and Regional Communications Advisor, Government officials, media, multi-lateral and bilateral donors and civil society, as required.

Duties and Responsibilities

The Communications and Advocacy Associate is expected to:

- Support the Policy Specialist/Team Leader in the day to day management of the Policy and Inclusive Growth Unit
 - Work closely with Programme colleagues and in consultation with UNDP management in developing and regularly updating the webpage content.
 - Promote and facilitate South-South collaboration, knowledge exchange & partnerships around critical development issues faced by the country
1. Support the Economics Specialist in the day to day management of the Policy and Inclusive Growth Unit. S/he will:
 - Provide support for programming, planning, budgeting, implementing and monitoring the unit's workplan
 - Compile, analyse and interpret economic and statistical data, thorough research on socio-economic and other development issues in the country
 - Prepare briefing notes, talking points and speeches for the RC/RR and other senior management
 - Provide top quality analysis and substantive inputs to CCA, UNDAF, CPD, CPAP and other strategic documents

- Formulate and facilitate UNDP inputs to national poverty reduction efforts in the context of PRSP and poverty monitoring, including of the MDG
2. Work closely with Programme colleagues and in consultation with UNDP management in developing and regularly updating the webpage content and other communication products. S/he will:
- Developing key website content including news stories around activities and events, developing success stories based on programmes and projects, adhering to UNDP's corporate compliance guidelines.
 - Provide support in the Unit's knowledge management and advocacy work and in developing key knowledge products, such as case studies and reports. Promote a knowledge sharing and learning culture in the CO.
 - Clearly articulate research findings on key development issues in case studies, reports (including the National MDG Report and the National Human Development Report) and other knowledge products
 - Draft op-eds authored by the RC/RR, and other advocacy and communication products
 - Adapt materials for global advocacy work for use at country level and disseminate it
 - Participating and represent UNDP in relevant *fora*, conferences and trainings when required
 - Support the coordination of the production and launch of socio-economic reports, including Human Development Reports and MDGs Reports
 - Plan and support to execute social media campaigns around events, programme activity, international days supported by UNDP and follow the conversation in social media sites including Facebook, and Twitter and engages and responds as appropriate in consultation with management.
 - Supports the implementation of the CO publications policy and actively contribute to the UNDP publications board.
 - Supports UNDP Maldives projects in developing and implementing advocacy and communication plans.
3. Promote and facilitate South-South collaboration, knowledge exchange & partnerships around critical development issues faced by the country. S/he will:
- Support the organization of South-South collaboration/knowledge exchange events on shared development challenges
 - Collect and systematize the country's good practices on programmes and policies/reforms to facilitate knowledge sharing with other countries in the region and outside
 - Assist in developing strategic partnerships and strong working relationships with Government counterparts, development partners, UN Country Team, civil society organizations and private sector for cooperation in development initiatives
 - Participate in dialogue with Government, development partners, civil society organizations and private sector on poverty reduction to identify their needs and the UNDP interventions that would have the highest values and leverage

Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism
- Demonstrate corporate knowledge and sound judgment

Functional Competencies:

Communication

- Demonstrates good oral and written communication skills

- Facilitate and encourage open communication and strive for effective communication

Teamwork

- Demonstrate ability to work in a multicultural, multi ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds

Learning and knowledge management

- Promotes knowledge sharing and a learning environment in the office through leadership and personal example
- Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and applies newly acquired skills
- Seeks and applies knowledge, information, and best practices within and outside of the UN
- Shares knowledge across the organization and builds a culture of knowledge sharing and learning

Creativity

- Develops and/or participates in the development of tools and mechanisms, including identifying new approaches to promote individual and organizational learning and knowledge sharing using formal and informal methodologies
- Supports innovative ideas, documenting successes and building them into the design of new approaches

Leadership and management

- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates openness to change and ability to manage complexities
- Stay composed and positive even in difficult moments, handle tense situations with diplomacy and tact, and have a consistent behavior towards others
- Surface conflicts and address them proactively acknowledging different feelings and views and directing energy towards a mutually acceptable solution

Client Orientation

- Builds strong relationships with clients and partners, focuses on impact and result for the client and responds positively to feedback
- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Demonstrates understanding of client's perspective and anticipates client needs
- Ability to build trust and strengthen partnerships

Required Skills and Experience

- Secondary education or University Degree in a related field. 5-6 years of relevant experience in communications, public relations and administration with Secondary Education OR 2-3 years of relevant experience with University Degree/Diploma.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc.).
- Experience in handling of web-based management systems.
- Excellent English writing and speaking. Editing and ability to clearly communicate development ideas and experiences.
- Experience in using social networking sites on behalf of an organization, gathering content for multimedia use, using a content management system to post content online and embedding social media applications on web sites will be an added advantage
- Experience in managing online content and profiles on social media sites
- Fluency in English and Dhivehi
- Demonstrates integrity by modelling the UN's values and ethical standards
- Keen interest in national development with a focus on human development issues Willing to learn and effectively apply new skills and knowledge;
- Ability to communicate effectively.

- Able to work as part of a team, coordinate with others, and follow directions and guidance from supervisor

Language

- Proficient written and spoken English
- Working knowledge of the local language of the duty station: Maldivian - Dhivehi

Location : Male, Maldives
Type of Contract : Service Contract
Post Level : GS
Languages Required : English and Maldivian/Dhivehi
Duration of Initial Contract : 1 year

Background

The UNDP Maldives' Policy and Inclusive Growth Unit, under its programme '*Sustaining inclusive and sustainable growth through building productive capacities*', aims to strengthen the CO capacity to provide high quality research and evidence-based policy advice to the Government of Maldives, and respond to emerging and complex development challenges of the country with its relatively recent graduation to a Middle Income Country status. In this regard, the UNDP CO is seeking a Research Assistance to assist the Head of Policy and Inclusive Growth Unit.

Under the guidance and direct supervision of the Economics Specialist, Head of the Policy and Inclusive Growth Unit, the Policy Analyst will provide support for research and policy analysis on priority development issues faced by the country. S/he will also provide support for organizing and managing policy dialogues around priority development challenges, advocacy and information campaigns. The research assistant will support the work of the Policy Analyst on knowledge management and for the development of knowledge products.

Duties and Responsibilities

Under the guidance of and reporting directly to the Economics Specialist, the Research Assistant will be responsible for the following on-demand activities:

- Contribute to the development of background research papers
- Provision of support in revising national Human Development Reports, MDG reports and any other publications of the Unit
- Provision of research assistance activities for all Unit's initiatives
- Provision of support in the preparation of different types of briefing documents and support the development of knowledge products (methodologies, reports, briefs, etc.) on specific development issues
- Present research information in a systematic way, including tabulation of data, preparation of charts, and others as required
- Research support on data gathering and analysis to strengthen the quality of publications produced.
- Compile, analyze and synthesize information for the Economics Specialist and Policy Analyst
- Deliver the specific products described above within the established deadlines
- Support the Policy Analyst in maintaining web portals or Teamwork spaces up to date

Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism
- Demonstrate corporate knowledge and sound judgment

Functional Competencies:

Communication

- Demonstrates good oral and written communication skills

Teamwork

- Demonstrate ability to work in a multicultural, multi ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds

Learning and knowledge management

- Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and applies newly acquired skills
- Seeks and applies knowledge, information, and best practices within and outside of the UN

Leadership and management

- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates openness to change and ability to adapt to different circumstances
- Stay composed and positive even in difficult moments, handle tense situations with tact, and have a consistent behavior towards others
- Surface conflicts and address them proactively acknowledging different feelings and views and directing energy towards a mutually acceptable solution

Client Orientation

- Demonstrates understanding of client's perspective and anticipates client needs
- Ability to build trust and strengthen partnerships

Required Skills and Experience

Education

- University degree in statistics, economics/development economics, and other relevant social science; a Master degree would be an advantage

Works experience

- At least 1 year of relevant experience at the national or international level, including the academia.
- Experience in research and policy-level analysis
- Quantitative skills and familiarity with household surveys, descriptive statistics and the MDG databases would be an advantage
- Understanding of the MDGs and human development frameworks, and is familiar with current debates on sustainable development and the Post2015 agenda at the global, regional and country levels

Language

- Proficient written and spoken English
- Working knowledge of the local language of the duty station: Maldivian - Dhivehi

ANNEX 4: RISK LOG (attached separately to the email)

Risk Analysis: An assessment of risks that may affect the programme should be conducted during the formulation. Please refer to the section "[Defining a Project](#)".

Use the standard [Risk Log template](#)

Please refer to the [Deliverable Description of the Risk Log](#) for instructions

Risks and mitigation measures

The establishment of a new policy unit is recommended and required. It is required by the need of the CO to strengthen its capacity to provide high quality policy advice to the government, to respond to emerging and complex development issues. However, there are challenges that need to be considered and addressed.

- *Risk:* The new unit will need to partner with the local research community and emerging independent institutes working on socioeconomic issues, democratic governance and environmental sustainability. However, national research institutions, such as the National University, have low institutional capacity to provide high level research in these areas, or are not yet established (i.e. the Maldives Institute for Policy Study).

Mitigation measure: while supporting the capacity of national research institutions, the new unit can reach out to regional or international research institutions for high quality and substantive research inputs to UNDP's policy work. These will include the UNDP APRC in Bangkok, which has the capacity to provide the CO with high quality research work. Reaching out to regional or international research outfits will have budget implications, which will depend on the type of partnerships that the unit will be able to develop, and the caliber of regional or international institutions with which these partnerships are formed.

- *Risk:* The unit will need to invest resources in the establishment of new formal and/or informal networks to inform and guide its work in emerging areas, or in areas where such networks have not yet been established (e.g. urban poverty, youth unemployment, migration, access to justice, etc...)

Mitigation measures: Access to other countries' experiences through UNDP COs knowledge exchanges and South-South collaboration. These exchanges can be facilitated and supported by the UNDP APRC in Bangkok.

- *Risk:* the nature of the unit's work will be cross practice. The unit's staff will work closely with other CO colleagues from other units. This might pose a challenge, should cross-practice work not be part of the CO culture.

Mitigation measures: cross-practice work can be organised around thematic issues/areas. Issue-based task teams can be formed, pulling resources from different practices/units. Each task team, and corresponding task team manager, will be accountable to deliver a specific output, within a specified timeframe (e.g. a cross-practice task team could be formed on work related to inequality and urban poverty, involving staff from the policy and inclusive growth unit, democratic governance and energy and environment unit). Given the specific nature of the work of each task team (i.e. research, policy analysis), it is advised that the task team manager for each task team is selected from the policy unit's members.

- *Risk:* the policy unit staff might not have the skills and competencies to deliver in full on the unit's mandate, with high quality research work and policy analysis.

Mitigation measures: the CO can avail of a number of resources made available corporately by UNDP or by the Asia-Pacific Regional Center (APRC), including: i) nominating staff to join the UNDP Staff Technical Enhancement Programme (STEP), ii) requesting detail assignments from APRC, iii) requesting research work and other technical advisory services from the APRC.

ANNEX 5: AGREEMENTS

Agreements: Any additional agreements, such as cost sharing agreements, programme cooperation agreements signed with NGOs⁷ (where the NGO is designated as the “executing entity”) should be attached.

⁷For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.