



**Country: Maldives
Initiation Plan**

Project Title: Strengthening National capacity for evidence based policy formulation

Expected CP Outcome(s): CPD 2011-2015

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

Initiation Plan Start Date: 01 October 2012

Initiation Plan End Date: 31 March 2013

Implementing partner: UNDP Maldives

Brief Description

The main objective of the project is to strengthen the capacity of national institutions and actors for evidence based policy formulation, development planning, and Managing for Development Results (MfDR) through the application of the Human Development (HD) concept in shaping up policies and programmes that keep people at the center of national development. The purpose of this Initiation Plan is to provide preparatory assistance to develop a full-fledged project document on building national capacity to generate and analyze data to strengthen evidence based policy formulation that will institutionalize the principles of MfDR into national planning, reporting, monitoring, budgeting and aid coordination processes. It will also support preparatory activities to commence the formulation of a National Human Development Report (NHDR) that will feed into the multi-year work plan of the main project document on strengthening national capacity for evidence based policy formulation.

Programme Period: Oct 2012- Mar 2013
 Programme Component: Poverty Reduction
 Atlas Award ID:
 PAC Meeting Date: 12 September 2012

Total resources required: **US\$ 97,710**
 Total allocated resources:
 • Regular **US\$ 97,710**
 • Other
 • Donor
 • Government
 Unfunded budget:

Agreed by UNDP:

I. PURPOSE

The Maldives is currently undergoing democratic transition while facing a number of social, economic, and environmental challenges. Though, the country has achieved significant economic growth and remarkable progress in the attainment of MDGs in recent decades, the effects of the global financial crisis and national macroeconomic imbalances, if not addressed properly, will affect the Maldives adversely. There are already some signs that the country is at a high risk of facing reversed or stalled progress towards some of the achieved MDGs, especially in light of the recent findings of the Household Income and Expenditure Survey (HIES) 2009/2010, making future UNDP and the UN system's responses to promote evidence based programming and rights based implementation of developmental plans all the more important in the Maldives.

The Department of National Planning (DNP) in the Ministry of Finance and Treasury (MoFT) is the lead agency which has been mandated to coordinate strategic and development planning. It also undertakes necessary social and economic research required for the formulation of policies and strategies for national development to ensure optimum and sustainable utilization of available resources. Though, a wide array of research and studies have been conducted by various ministries with the support from UN and other international agencies, significant challenges remain in linking the evidence from the research to national decision making and policy formulation processes. With the recent establishment of the Maldives National University (MNU), there is also a great need to build the capacity of the university and other local institutions to conduct research which is relevant to the current socio-political context, and present evidence that will feed into public policy reform processes. A number of non-governmental actors also conduct an array of research and studies, and they are not often discussed, drawn to the attention of authorities or used in policy making.

In recent years, UNDP and the UN at large has intensified its support to national development planning, including policy and institutional support to strengthen results based implementation of the Strategic Action Plan (SAP) 2009-2013, support for sectoral needs assessment and costing, developing macroeconomic framework, preparing financing strategy, monitoring and assessment, and formulation of pro-poor economic policies.

In light of this and in response to growing national demands for evidence-based policy making and programming, UNDP aims to build upon the assistance provided to the Government of Maldives, to enhance the capacity of national institutions for evidence based programming and policy formulation through the operationalization of the Human Development concept which advocates that human beings should be seen as the ends in themselves rather than the means to achieve progress in socio-economic development of a country. This initiative will also have synergies and linkages to the new integrated governance programme of UNDP on democratic consolidation that will support in convening a multi-sectoral platform for policy dialogue that will enhance the capabilities of national institutions and other actors for evidenced based analysis and decision-making.

In order to complete the planning phase and develop a detailed project document, an Initiation Plan is needed to carry out pre-project exercises including data collection, situation analysis and research as well as start up of preparatory activities on the formulation and production of the National Human Development Report (NHDR). It is more than a decade since the Government of Maldives in collaboration with UNDP published the first NHDR in the Maldives¹. The initial report of 2000/2001 provided a wide-ranging account of the opportunities the country possess and the challenges that it faces as a nation. It is timely that the Maldives takes stock of its progress and go beyond GDP in measuring the future the country wants, at a time when the government and key national partners have expressed a keen interest in embarking on the NHDR initiative.

¹ Maldives Human Development Report; Challenges and Responses, 2001, <http://www.undp.org.mv/v2/?lid=100&pid=64>

II. EXPECTED OUTPUT

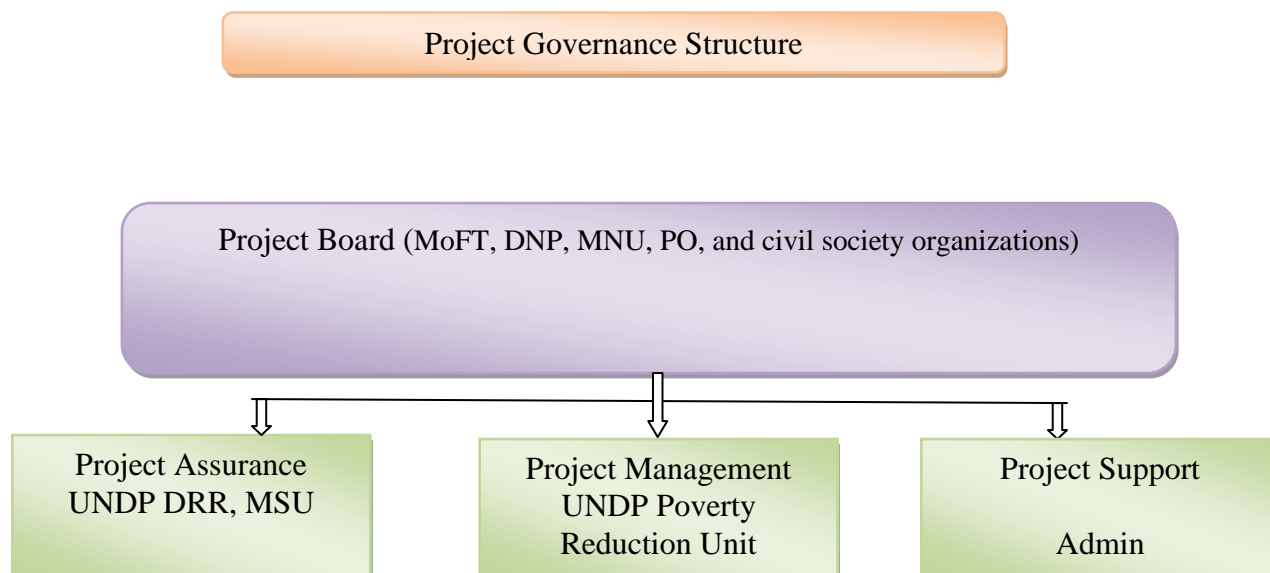
This Initiation Plan is introduced to achieve the following two outputs:

Output 1: National partners engaged through the human development perspective to finalize and endorse the theme for the Maldives HDR

Output 2: A full-fledged Project Document drafted and endorsed on strengthening the statistical and analytical capacity of national institutions and actors for evidence based policy formulation

III. MANAGEMENT ARRANGEMENTS

The preparatory phase of the project (PIP) will be directly implemented (DIM) by UNDP Maldives, in close collaboration with its partners, MoFT, DNP, MNU, PO and civil society actors. The project will be coordinated by the UNDP Maldives Poverty Reduction Team, which will oversee the implementation under direct supervision of the UNDP DRR. The final project governance structure and composition of the project board will be defined during the formulation of the final project document. The temporary governance structure is as follows. The main partners, MoFT, DNP, MNU, PO, and civil society organizations, will serve as the members of the project board.



IV. MONITORING

In accordance with the programming policies and procedures outlined in the UNDP User Guide and given the short duration of the Initiation Plan, the project will adhere to the minimum requirement as per the UNDP Guidelines. A Progress Report will be prepared on a quarterly basis and at the end of the Initiation Plan using the standard format and will detail progress towards the outputs and activities identified in the Annual Work Plan (Section V)

ANNUAL WORK PLAN - Year 2012 (September-December)

EXPECTED OUTPUTS and indicators	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
		Oct	Nov	Dec		Source of Funds	Budget Description	Amount USD
Output 1: National partners engaged through the human development perspective to finalize and endorse the theme for the Maldives HDR <i>Baseline: NHDR 2001 Indicators: Progress on the development of NHDR (2013) Targets: Theme selected through a multi-stakeholder process and submitted to the Cabinet for endorsement.</i>	Consultations for the Theme Selection for NHDR	X			UNDP	UNDP	Workshop costs Travel	1850 3000
	Participation in the South Asia Regional Consultation on HDR (<i>2 participants</i>)	X			UNDP	UNDP	DSA & terminals, Travel	3012
	National Consultant for NHDR team for the development of a concept paper based on a theme selected (<i>2 weeks</i>)		X		UNDP	UNDP	Technical expertise-local	2500
	Technical support to the working group for the establishment of Maldives Institute for Policy Studies (MIPS)		X		UNDP	UNDP	Technical expertise-international, DSA, Travel	3676 1799 2152

<p>Output 2: A full-fledged Project Document drafted and endorsed on strengthening the capacity of National Institutions for evidence based policy formulation</p> <p><i>Baseline: PIP document initial draft available</i></p> <p><i>Indicators: Existence of project document</i></p> <p><i>Targets: Experts contracted to gather relevant information and mapping of activities done to feed into the project design</i></p>	<p>Diagnostic Study on the results based implementation of SAP and MfDR and identification of policy and implementation gaps and challenges for drafting the new project document</p>							
<p>TOTAL Year 1</p>							<p>17,989</p>	

ANNUAL WORK PLAN - Year 2013 (January-March)

EXPECTED OUTPUTS and indicators	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
		Jan	Feb	Mar		Source of Funds	Budget Description	Amount USD
Output 1: National partners engaged through the human development perspective to finalize and endorse the theme for the Maldives HDR <i>Baseline: NHDR 2001 Indicators: Progress on the development of NHDR (2013) Targets: comprehensive concept note based on the selected theme developed and submitted to cabinet for endorsement.</i>	International Consultant for NHDR team (1.5months spread over 3 months duration, 3 weeks X 2 based in Maldives)	X	X	X	UNDP	UNDP	Technical expertise-international, DSA, Travel	19,926 11,565 4304
	National Consultant for NHDR team (3 months)	X	X	X	UNDP	UNDP	Technical expertise-local	14,826
	National consultation workshop on NHDR working outline and initial analysis	X	X	X	UNDP	UNDP	Travel DSA Workshop costs	4000 600 2000
	Secretariat Support- Project Assistant (Service Contract)	X	X	X	UNDP	UNDP	Salary and related costs	5,000

Output 2: A full-fledged Project Document drafted and endorsed on strengthening the capacity of National Institutions for evidence based policy formulation <i>Baseline: PIP document initial draft available</i> <i>Indicators: Existence of project document</i> <i>Targets: Project document with relevant baselines and indicators finalized and endorsed</i>	Diagnostic Study on the results based implementation of SAP and MfDR and identification of policy and implementation gaps and challenges and drafting the new project document (international consultant x 3 weeks – 2 weeks on the ground and 1 week online work)		X		UNDP	UNDP	Technical expertise-international, DSA, Travel	9,750 3,598 2,152
	Consultations and document drafting		X	X	UNDP	UNDP	Workshop costs	2,000
TOTAL Year 2							79,721	
GRAND TOTAL Year 1 and 2							97,710	