



**Support to Integrated Farming Project  
Annual Work Plan 2011 - 2013**

*Country: Maldives*

UNDAF Outcome(s): Outcome 6: Opportunities are created for diversification of the economy in selected regions

UNDAF Action Plan Output(s): Output 6.2 Food and income security strengthened through agriculture and fishery sector diversification and market integration

Implementing partners: Ministry of Fisheries and Agriculture (MoFA)  
Marine Research Centre (MRC)

Other Partners: Ministry of Economic Development (MED)

**Narrative**

The main objective of the project is to strengthen economic resilience of island communities and vulnerable groups including women and youth. The main strategy involves building upon the successes and lessons learnt from past interventions to expand and commercialize farming and Mari-culture ventures in local communities.

<p>Programme Period: <u>2011-2013</u></p> <p>Programme Component: Poverty Reduction</p> <p>Intervention Title: Support to Integrated Farming</p> <p>Budget Code: _____</p> <p>Duration: 1 January 2011 to 31 December 2013</p>	<p>Estimated budget: \$ 623,000.00</p> <p>Allocated resources:</p> <ul style="list-style-type: none"> <li>• Government _____</li> <li>• Regular \$ 623,000.00</li> <li>• Other:             <ul style="list-style-type: none"> <li>○ Donor _____</li> <li>○ Donor _____</li> </ul> </li> </ul> <p>Unfunded budget: _____</p>
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Agreed by Lead / Implementing Agency (MoFA)

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Dr Abdulla Naseer, Permanent Secretary, MoFA

Agreed by Govt. Coordinating Agency: (Ministry of Finance and Treasury)

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Ms. Aminath Ali Manik, Director General

Agreed by Executing Agency: (United Nations Development Programme UNDP):

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Mr. Andrew Cox, UNDP Resident Representative

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## Situation Analysis

Although abject poverty is low, transient poverty and vulnerability still remains an issue. The major socio-economic challenges the country currently faces are widening the base of economic growth and government revenues, promoting employment-particularly for women and youth. This is further aggravated by the environmental and climate change risks faced by the country, as was observed in the Tsunami disaster of December 2004.

The small size of the domestic market makes it very difficult to create viable domestic industries, effectively ruling out any major import substitution activities. The country has no known mineral resources and its agricultural potential is limited. The economy and people heavily depend on marine resources, directly through fishing and indirectly through tourism. These are factors that compound vulnerability in the Maldives. The major socio-economic challenges the country currently faces are widening the base of economic growth and government revenues, promoting employment-particularly for women and youth, delivering affordable social services. In the *agriculture* sector, reducing dependence on imports and improving national food security, strengthening organized farming and subsistence farming systems, applying appropriate technologies and developing the required market infrastructure are among the key goals to be implemented by the government. To ensure the sustainable development of *fisheries*, the government intends to promote exports and trade, enhance infrastructure and financial services to support sector development and promote research, training and technical development in the fisheries sector.

In the past, the Government has used several approaches for sustainable development of the island communities, and in the process, it has gained extensive experience. This includes strategies targeting growth centres in selected regions which seek to address geographical inequalities. At the local level, community mobilization and participatory approaches have been employed to deliver services and assistance. These experiences lead to the recent MoFA/UNDP collaborative intervention, Support to Integrated Farming Project to provide long-term support for economic development of communities through agriculture extension and integrated farming. The interventions focused on expansion, diversification and business orientation to agriculture and farming in the Maldives. To address diversification, technical and grants assistance were provided in vegetable and fruit processing, poultry farming while continuing technical assistance in terms of disease control and pest management. To ensure sustainability and increase market linkages for the farm products, efforts were made to establish private sector partnerships and strengthened capacity through training in business skills and facilitating access to business development services. Efforts were also made to enhance organizational and networking capacity of the ministry.

Lessons learnt from these experiences has shown that sustainability of the activities, in particular, Autopot, Poultry, Processing and Packaging and Mari-culture depended essentially on expansion of production capacities, establishing formal market linkages for the farm products and establishing private sector partnerships. To this end and also to support government's agenda for diversification of agriculture, Support to Integrated Farming Project is being extended into the new UNDAF cycle for further 3 years period. The new interventions will mainly focus on strengthening of production capacities of ongoing activities and facilitation of market integration through private sector partnerships, standardization and quality control of Agriculture value addition activities and support for commercialization and knowledge exchange of existing Mari-culture activities.

## **Objective**

The project will contribute to achieving the overall UNDAF 6: Opportunities are created for diversification of the economy in selected regions and UNDAF Action Plan Output 6.2 Food and income security strengthened through agriculture and fishery sector diversification and market integration. To this end, the main objective of this project is to assist in strengthening sustainability of livelihood activities through expansion, commercialization, market integration through private sector partnerships and knowledge exchange.

This project contributes to the achievement of priorities outlined in the agriculture and fisheries sector plans of the Strategic Action Plan 2009-2013.

## **Strategy**

The project strategy mainly involves building upon the activities established in the under Support to integrated farming project and pearl culture project implemented in collaboration with MoFA to provide long-term assistance to the growth of agriculture and farming in the Maldives. This will mainly be done through direct support to island communities in technical and grant assistance and through engagement and linkages with the private sector.

Based on the lessons learnt from Support to Integrated Farming Project and Pearl culture project, expansion and market integration through private sector partnerships for the established activities will be facilitated to ensure long-term sustainability and ownership of those activities by the beneficiary community groups. In addition, knowledge sharing and community and private sector sensitization will be carried out for the pearl culture activities.

The intervention will also complement assistance provided to the Government of Maldives to support agriculture in the Maldives by other donor agencies including FAO and IFAD. While these agencies will assist in establishing infrastructure facilities and strengthening of agriculture extension services on the islands, FAO will lead the UN system's assistance to achieve food and income security in the agriculture and fishery sector. Support will be provided in the preparation of the Agriculture Development Master Plan and other relevant policies and legislation. Projects will be implemented to support key sub-sectors, such as the forestry sector, Mari-culture, coconut sector, and poultry. Complementing FAO's support, UNDP will assist in the introduction of modern, climate resilient and innovative marine/agri-farming technologies in selected regions, as well as value addition and product development in the agriculture and fishery sector.

Climate change is an issue of sustainable development of which environment is a necessary condition. Although the project falls under decent employment and entrepreneurship creation in UNDAF action plan, it will be implemented in a manner that it is cross-cutting and engages in the environment portfolio. Emphasis will be made on embracing green technologies, energy efficiency and demand side management that reduces the vulnerability of local populations at risk through creation of sustainable livelihoods and therefore sustainable development. Given the increasing emphasis on climate change adaptation, it is imperative that the inter-sectoral, central and local coordination should be strengthened to ensure effective implementation at the local levels.

The project will support the delivery of three main outputs for which detailed activities are outlined in *Annex 2*. The three main outputs are the following:

- I. Production capacity strengthened and market integration facilitated through private sector partnerships
- II. Quality control and standardization of agriculture value-addition activities supported
- III. Mari-culture commercialization and knowledge exchange supported

UNDP will also assist in raising additional resources to support future developments in support of the promotion agriculture and farming development and will collaborate with other international and national partners to this end. The project will place great priority on national capacity development (institution and human), knowledge sharing encouraged through the establishment of strategic partnerships. Using its extensive network of country offices and Regional Centres, and making extensive use whenever possible, UNDP will support the concerned agencies in accessing international learning experiences and knowledge sharing through different means such as networking within regional and global venues and twinning arrangements with countries that face similar challenges.

## ANNUAL WORK PLAN 2011

EXPECTED OUTPUTS And indicators	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Year One					Source of Funds	Budget Description	Amount, USD
		2011							
<b>Output 1 – Production capacity strengthened and market integration facilitated through private sector partnerships.</b> <b>INDICATORS:</b> <ul style="list-style-type: none"> <li>▪ Establishing partnership between the private sector and poultry activities.</li> <li>▪ Establishing partnership between the private sector and Auto-pot activities.</li> <li>▪ Identifying locally available options for the expansion of farming activities.</li> </ul>	Assessment to explore alternative and economic locally available options to expand Auto-pot and poultry activities in selected islands.	X	X	X	X	MoFA (Private sector)	UNDP	Consultancy Logistics Administrative Sub Total	20,000.00
	Target: 6 islands								
	Expansion of poultry activities through private sector partnerships.	X	X	X	X	MoFA (Private sector / NGOs / CBOs)	UNDP	Equipment/Materials Technical assistance Logistics Sub Total	50,000.00
	Target: 2 island								
	Expansion of Auto-pot activities through private sector partnerships in existing islands.	X	X	X	X	MoFA (Private sector / NGOs / CBOs)	UNDP	Equipment/Materials Technical assistance Logistics Sub Total	48,000.00
	Target: 1 island								
	Support implementation of complementary Auto-pot and poultry activities under national budget / other donors	X	X	X	X	MoFA (NGOs / CBOs / Cooperatives / selected farmer groups)			N/A
	Develop standardized quality control procedure and a certification system for agriculture value-addition activities.	X	X	X	X	MoFA (NFDA / Live & Learn / MoH / Cooperatives / F&B industry)	UNDP	Consultancy Administrative Sub Total	20,000.00
	Expansion of agriculture value-addition initiatives in the existing islands	X	X	X	X	MoFA (NFDA / Live & Learn / MoH / Cooperatives / F&B industry)	UNDP	Equipment/Materials Technical assistance Logistics Sub Total	10,000.00
	Target: 2 islands								
<b>Output 2 – Quality control and standardization of Agriculture value-addition activities supported</b> <b>INDICATORS:</b> <ul style="list-style-type: none"> <li>▪ Certification system developed and introduced in the industry.</li> <li>▪ Number of procedures developed and introduced in the industry.</li> </ul>									

<b>Output 3 - Mari-culture commercialization and knowledge exchange supported INDICATORS:</b> <ul style="list-style-type: none"> <li>▪ Business and training kits developed</li> <li>▪ Establishing partnership between resorts/privates sector and MRC.</li> </ul>	Conduct and develop feasibility and business/training kits for Mari-culture initiatives of MRC (pearl culture, clown fish culture etc).  Sensitize key stakeholders.  Explore possibilities of establishing Mari-culture initiatives and training arrangements with a resort partner (knowledge sharing/demonstration).  Develop Pearl culture continuity plan; provision of training and technical assistance to existing and potential pearl farming enterprises.	X	X	X	X	X	X	X	MRC (MoFA / MED / Cooperatives / Private sector)	UNDP	Consultancy Administrative Inputs	20,000.00	
		X	X	X	X	X	X	X	X	MRC (MoFA / Media / MED / Private sector / Cooperatives)	UNDP	Seminars and meetings	N/A
		X	X	X	X	X	X	X	X	MRC (MoFA / Private sector / MED / Cooperatives)	UNDP	Inputs Technical assistance Logistics	10,000.00
		X	X	X	X	X	X	X	X	MRC (MoFA / Media / NGOs / Cooperatives)	UNDP	Consultancy Administrative	20,000.00
<b>Project Support Services</b> Administrative Costs	Project Assistant	X	X	X	X	X	X	X			Salary	13,000.00	
<b>TOTAL</b>											Travel	12,000.00	
												223,000.00	

## ANNUAL WORK PLAN 2012

EXPECTED OUTPUTS And indicators	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Year Two 2012					Source of Funds	Budget Description	Amount, USD
<b>Output 1 – Production capacity strengthened and market integration facilitated through private sector partnerships.</b> <b>INDICATORS:</b> <ul style="list-style-type: none"> <li>▪ Number of partnerships established between the private sector and Autopot/Poultry/Value-addition activities.</li> <li>▪ Number of formal market linkages established.</li> </ul>	Commercialization of Poultry initiatives in target islands.  Commercialization of Auto-pot initiatives in target islands.  Commercialization of agriculture value-addition initiatives in target islands.	X	X	X	X	MoFA (Private sector)  MoFA (Private sector / NGOs / CBOs)	UNDP  UNDP	Inputs Technical Assistance Logistics Sub Total  Inputs Technical assistance Logistics Sub Total	50,000.00   25,000.00
		X	X	X	X				
		X	X	X	X				
		X	X	X	X				
<b>Output 3 - Mari-culture and knowledge exchange supported</b> <b>INDICATORS:</b> <ul style="list-style-type: none"> <li>▪ Number of private sector partnerships established between existing Mari-culture activities.</li> <li>▪ Number of business and training kits developed.</li> <li>▪ Number of partnerships established between resorts/privates sector and MRC.</li> </ul>	Commercialization of pearl culture and other Mari-culture initiatives.	X	X	X	X	MRC (MoFA / MED / Cooperatives / Private sector)	UNDP	Inputs Technical assistance Administrative Sub Total	50,000.00
		X	X	X	X				
		X	X	X	X				
		X	X	X	X				
<b>Project Support Services</b> Administrative Costs	Project Manager	X	X	X	X			Salary	13,000.00
	Travel							Travel	12,000.00
<b>TOTAL</b>									<b>200,000.00</b>



## ANNUAL WORK PLAN 2013

EXPECTED OUTPUTS And indicators	PLANNED ACTIVITIES	TIMEFRAME			RESPONSIBLE PARTY	Source of Funds	PLANNED BUDGET	
		Year Three	2013				Budget Description	Amount, USD
<b>Output 1 – Production capacity strengthened and market integration facilitated through private sector partnerships.</b> <b>INDICATORS:</b> <ul style="list-style-type: none"> <li>• Number of partnerships established between the private sector and Autopoi/Poultry/Value-addition activities.</li> <li>• Number of formal market linkages established.</li> </ul>	Commercialization of Poultry initiatives in target islands.	X	X	X	MoFA (Private sector)	UNDP	Consultancy Technical Assistance Logistics Sub Total	50,000.00
		X	X	X	MoFA (Private sector / NGOs / CBOs)	UNDP	Inputs Technical assistance Logistics Sub Total	25,000.00
<b>Output 2 - Mari-culture and commercialization and knowledge exchange supported</b> <b>INDICATORS:</b> <ul style="list-style-type: none"> <li>• Number of private sector partnerships established between existing Mari-culture activities.</li> <li>• Number of business and training kits developed.</li> <li>• Number of partnerships established between resorts/privates sector and MRC.</li> </ul>	Commercialization of agriculture value-addition initiatives in target islands.  Commercialization of pearl culture and other Mari-culture initiatives.	X	X	X	MoFA (NFDA/ MoH/ Private sector / NGOs / CBOs)	UNDP	Inputs Technical assistance Logistics Sub Total	50,000.00
		X	X	X	MRC (MoFA / MED / Cooperatives / Private sector)	UNDP	Inputs Technical Assistance Administrative Sub Total	40,000.00
<b>Project Support Services</b>	Project Evaluation and preparation of exit strategy for the project		X	X		UNDP/Donor	Monitoring Sub Total	10,000.00
Administrative Costs	Project Manager	X	X	X			Salary Travel	13,000.00 12,000.00

TOTAL

		200,000.00
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## Management Arrangements

This project will be implemented under National Execution (NEX) 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, the MoFA will be the Lead Agency responsible for the overall accountability, management and administration of the project as well as the Implementing partner (IP) responsible for project management<sup>1</sup>. MoFA will designate the National Project Director (NPD).

Representatives from MoFA together with representatives from Ministry of Finance and Treasury, the Ministry of Economic Development and from UNDP will comprise the Project Management Team (PMT) and will participate actively in the PMT meetings as members. Other critical partners that contribute to the project outputs such as the National Food and Drug Authority (NFDA), Seafood Exporters Association and Live and Learn Environmental Education should be invited to participate in the review meetings of the project as appropriate. The PMT will provide policy guidance and monitor the performance (timely implementation of all components) of the project, review progress on a periodic basis in terms of the delivery of project results and benefits, approve progress reports and end of project report, managing risks and ensure that project milestones are managed and completed. It provides guidance on matters concerning overall project management and project finances approves project revisions and addresses project issues as raised by the Project Manager/Assistant. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the project manager/assistant and defines the latter's responsibilities. The PMT will work on a consensus basis. The PMT will set its rules of procedures at its first meeting following the project's signature.

The PMT will allocate responsibility for day-to-day implementation and management of the project to the Project Manager/Assistant who is responsible for project implementation according to an agreed work plan and within set budget ceilings. The Project Manager/Assistant will essentially be responsible for the successful running of the project, and for the delivery of outputs under this project document. The Project Manager/Assistant will also provide coordination, management and oversight over the establishment and activities of the various task forces that will be established to help achieve the outputs in a participatory manner, and coordinate also with other projects that contribute to the same outcome in the country programme. Hence the Project Manager/Assistant will be responsible for all matters concerning the day-to-day running of the project on behalf of the PMT, to ensure that the project produces the required products, to the required standard of quality and within the specified constraints of time and cost. Hence, the Project Manager/Assistant will also be responsible for producing regular progress reports and end of project report. The Project Manager/Assistant will meet on a regular basis with the responsible UNDP Programme Manager.

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<sup>1</sup> In the Work Plan table, Under Responsible Party, all relevant implementing/co-partners specific to each sub-activity are listed in brackets.

UNDP will advance the funds to the Lead Agency according to UNDP rules, regulations and guidelines. It will be the responsibility of the MoFA to prepare a consolidated financial report, in the required format, and provide it to UNDP at regular and necessary intervals. It will also be the responsibility of the MoFA to provide the required progress reports to UNDP. MoFA will also undertake monitoring activities on the project's progress and implementation.

### **Monitoring and Evaluation**

The **Support to Integrated Farming** contributes to the achievement of the UNDP Maldives country program (2011-2015) outcome 6: Opportunities are created for diversification of the economy in selected regions.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, 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
- An Issue Log shall be activated in Atlas and updated by the Project Manager/Assistant to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager/Associate to the Project Management Team through UNDP copied to DER, using the standard report format.
- A project 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 project
- 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 Project Manager/Assistant and shared with the Project Management Team. 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 Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project 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 Project Management Team 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.

**Potential risks that could hamper project implementation:**

<b>Description of risk</b>	<b>Potential impact on the project</b>	<b>Mitigation measures</b>
Political: decentralization	Slow down of project implementation due to delayed decision making at local level	Realistic timelines and project support and guidance ensured from the project management team
Inflation: continuous rise in prices	Unable to meet project costs with approved budgets	Activities budgeted taking into account inflationary pressures
Change of project personnel at UNDP and/or MoFA	Loss of Institutional memory and familiarity with project implementation and its targets	Ensuring good documentation of all project activities, actions and decisions on the project
Crisis Situation – Natural disaster etc.	Shift of attention/focus on project activities to addressing crisis issues	Project reviews to allow for adjustment in activities

## **Annex 2 - Outputs and Activities description**

### **I. Production capacity strengthened and market integration facilitated through private sector partnerships**

- Assessment to explore alternative and economic locally available options to expand Auto-pot and Poultry in selected islands
- Expansion of Poultry activities through private sector partnerships
- Expansion of Auto-pot activities through private sector partnerships
- Support implementation of complementary Auto-pot and Poultry activities under national budget and other donors

### **II. Quality control and standardization of agriculture value-addition activities supported**

- Develop standardized quality control procedure and a certification system for agriculture value-addition activities

### **III. Mari-culture commercialization and knowledge exchange supported**

- Conduct and develop feasibility, business and training kits (using print and electronic media) for Mari-culture initiatives of MRC (pearl culture, clown fish culture etc)
- Sensitize key stakeholders
- Explore possibilities in establishing Mari-culture initiatives and training arrangements with a resort partner (knowledge sharing and demonstration)
- Develop pearl culture continuity plan and conduct pearl farming training and technical assistance to existing and potential pearl farming enterprises.