



Maldives

Employment and Enterprise Development for Women and Youth Annual Work Plan - 2011 to 2013

UNDAF Outcomes: Outcome 6: Opportunities are created for diversification of the economy in selected regions.
Outcome 7: Creation of opportunities for decent work and labor markets better governed and regulated in live with ILO principles and standards.

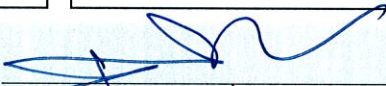
UNDAF Action Plan Outputs: Output 6.1: Business development and entrepreneurial capacity of SME's strengthened and expanded in selected regions, Output 6.3: Participation of private sector in selected service provision through operationalizing institutional and regulatory frameworks for Public-Private Partnerships, Output 6.4: National capacity strengthened to implement trade and investment strategy, as part of implementing strategy for LDC graduation, Output 7.1: National Policy and Plan of Action for decent work and employment developed and implemented, Output 7.3: Multi-sector human resource plan to address training and job needs, operational.

Lead Agency: Ministry of Economic Development


Implementing Partners: Ministry of Human Resources, Youth & Sports
Ministry of Tourism, Arts & Culture
Department of Gender & Family Protection Services, Ministry of Health & Family

Narrative			
The project aims to strengthen economic resilience of island communities and vulnerable groups including women and youth through strengthening opportunities for economic diversification and employment creation.			
Programme Period:	2011- 2013	Estimated budget:	\$ 492,141.00
Programme Component:	Poverty Reduction	Allocated resources:	
Intervention Title:	Employment and Enterprise Development for Women and Youth	• Government	in-kind
Duration:	2011 - 2013	• Regular (UNDP)	\$ 392,141.00
		• Other (UNDP)	\$ 100,000.00

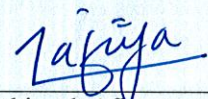
Agreed by Lead Agency:
(Ministry of Economic Development)


Mr. Ahmed Inaz, State Minister for Ministry of Economic Development

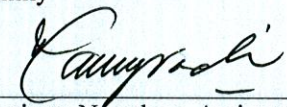
Agreed by Implementing Partner
(Ministry of Tourism, Arts & Culture)


Mr. Thoyyib Mohamed, State Minister for Ministry of Tourism, Arts & Culture

Agreed by Implementing Partner
(Ministry of Health and Family)


Ms. Fathimath Afya, Deputy Minister for Ministry of Health and Family

Agreed by Implementing Partner
(Ministry of Human Resources Youth & Sports)


Ms. Mariyam Noordeen, Assistant Executive Director for Ministry of Human Resources Youth & Sports

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

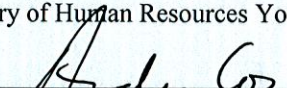

Mr. Andrew Cox, UNDP Resident Representative

TABLE OF CONTENTS

1. Situation Analysis	3
2. Objective	4
3. Strategy.....	4
4. Annual Work Plans	
AWP 2011	6
AWP 2012	8
AWP 2013	9
5. Management Arrangements.....	10
6. Monitoring and Evaluation.....	11
 Annex:	
A. Potential Risks.....	12
B. Output and Activity Description	13

Situational Analysis

Though absolute poverty does not exist in the Maldives and the country is well on track in terms of achieving the Millennium Development Goals by 2015, major challenges lie in addressing extreme poverty and economic development. The country faces serious difficulties in providing cost effective economic and social services and de-concentrating development activities beyond the capital Male' due to its geographical distribution where out of the 198 islands inhabited, 140 islands have populations less than a 1000 people. The economic vulnerability of the country also stems from the high dependence on tourism and fishing.

Unemployment is currently a critical problem while the country is at a unique position in the demographic path where 63 percent of the population is under the working age group. Unemployment rates among the younger age group (15-24 years) and those residing in the atolls are also much higher particularly for women. (*Source: 2006 Population and Housing Census*). Hence, in this project UNDP will support the functioning and carrying out the National Plan and Plan of Action for decent work and employment and will ensure that female and youth unemployment issues are addressed. Adequate work for expatriate labour will also be encouraged.

In the past, the Government has used several approaches for poverty reduction and in the process, it has gained extensive experience. This includes strategies targeting growth centers 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 such as through the Atoll Development Programme and the Atoll Development for Sustainable Livelihoods Programme established across 7 atolls with support from UNDP. The programme facilitated local CBOs and NGOs to implement community projects and provision of small grants and micro-credit to foster livelihoods activities. The experience and results of the programme shows the effectiveness of the social mobilization process that engaged the communities in addressing their needs, planning their activities and addressing poverty reduction in their atoll in a planned manner.

Poverty reduction interventions and a rapid economic and poverty assessment at the end of 2008 showed that unemployment among women can be addressed through promotion of small business, self employment and entrepreneurship development given the lack of resources, finance and employment opportunities in most part of the country. To assist the SME in the local islands, two business development centers have been established in the northern and southern atolls of the country. UNDP will assist in the planning and functioning of SME policies and legislation and more such infrastructures in the future.

Although the past UNDAFs were developed to ensure more coherent and effective development assistance to the Maldives, there have been some constraints towards smooth implementation of programmes. Coordination among Government agencies and within the UN system and unclear delineation of roles and responsibilities are concerns that need to be addressed. Monitoring of progress was a challenge, since the alignment of the UN-supported programmes to the UNDAF was also not clear. Although human rights and gender are mainstreamed in the UNDAF, this was not apparent when activities are planned and implemented.

With the country's graduation from Least Developing Country status, UN resources are expected to decrease. The Government and the UN system therefore need to plan activities that are more strategic for optimal impact of programmes, and for greater efficiency in its operations, therefore encourage participation of NGO's in the job centers and advocacy activities starting with the implementation of this project.

Objective

The project aims to strengthen economic resilience of island communities and vulnerable groups including women and youth through strengthening opportunities for economic diversification and employment creation. This project will contribute to achieving the overall UNDAF Outcome 6: Opportunities are created for diversification of the economy in selected regions and Outcome 7: Creating opportunities for decent work and labor markets better governed and regulated in line with ILO principles and standards.

This project contributes to the achievement of priorities outlined in the economic development sector and employment and labor sector plans of the Strategic Action Plan 2009 - 2013.

Strategy

The project strategy mainly involves building upon the lessons learnt from implementing the UNDP poverty reduction programme and in particular the Gender and Economic Empowerment project under which ground work was laid for development of Small and Medium Enterprises (SMEs) and Private Sector engagement. The project therefore aims to strengthen the enabling environment for SMEs through strengthening the policy and legal framework. To support SMEs further, the project also proposes to expand opportunities for integration of the private sector and the tourism industry.

The project also identifies unemployment especially among women and youth as a critical problem and proposes to work with key partners to develop a national framework on employment through assessments on labour needs and identification of priority areas. Furthermore the project also proposes to strengthen the employment opportunities available in the country's largest industry, tourism. A particular focus would also be given to improve the employability and integration of women to the formal labour force of the tourism industry through improvement of labour standards and advocacy initiatives.

The project will contribute to the implementation of the roadmap on smooth transition of the Maldives from LDC status by supporting the government to bring about legal reform in the trade sector. This would involve revisions to the Companies Act, Foreign Investment Law and Foreign Business Legislation, Export Import legislation, Contract law, Property rights, Trade secrets Act and developing a comprehensive Business Act. It is believed that this would support broader reform to attract trade and investment to the country in the longer term.

The intervention will also complement assistance provided to the Government of Maldives to SME sector, trade sector and private sector development initiatives in the Maldives by other donor agencies including ILO, ADB, Integrated Framework for Trade Trust Fund (EIF) and the World Bank. Technical assistance will also be mobilized from ILO on addressing employment sector which will complement ILO's support to the Maldives on strengthening labour governance. Similarly UNDP's role in the SME sector will focus on strengthening policy and legislation while ADB provides support at the meso and micro level on business support services and lending. In private sector engagement, UNDP aims to promote knowledge sharing and capacity building while World Bank and other institutions will support design and implementation of PPP in key sectors.

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 expansion of sustainable production and consumption. 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.

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. Business development and participation of private sector expanded in selected regions
- II. National capacity strengthened to implement trade and investment strategy, post- LDC graduation
- III. National Policy and Capacity to address Employment Strengthened

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 2011			Source of Funds	Budget Description	Amount, USD	
		X	X					
Output 1 – Business development and participation of private sector expanded in selected regions. INDICATORS: <ul style="list-style-type: none"> • SME legislation enacted and implemented. • Number of sectors with business incubators. 	Technical assistance to finalize SME legislation	X	X	MED	UNDP	Airfare of existing consultant	2600.00	
	Information Dissemination workshop on SME legislation	X		MED	UNDP	Refreshments		
	Conduct PPP training and awareness raising		X	MED	UNDP	International Consultant (2 months) Local Consultant (6 months)	15,000.00	
	Document existing PPP initiatives		X	MED	UNDP (RCB)	RCB mission expenses	12,000.00	
	Facilitate the exchange of knowledge and dialogue on economic issues and PPP through a public-private forum		X	MED	UNDP	Grant	8500.00	
	Organize a resort forum	X	X	MED	UNDP	Travel/DSA/Forum expenses	12,000.00	
	Strengthen capacity of business associations to promote the interests of their respective sector through introducing appropriate industry standards <ul style="list-style-type: none"> • Airport Reps / Tour Guides • Heritage Development 	X	X	MED	UNDP	Local industry expert. Consultancy meetings with industry representatives to finalize the standards	10,000.00	
	Gender sensitization and mainstreaming to promote female economic participation targeting privates sector.			DGFPS	UNDP	Trainings and awareness workshops	5000.00	

<p>Output 2 – National capacity strengthened to implement trade and investment strategy, post-LDC graduation</p> <p>INDICATORS:</p> <ul style="list-style-type: none"> Trade legislation revised and enforced. 	<p>Technical support to revise trade Legislation</p> <ul style="list-style-type: none"> Regulatory standards legislations Review the current work done on companies act and finalize the legislation Review and amendment of Foreign Investment Law and Foreign Business Legislation Review Business registration process to streamline, harmonize fees and reduce administrative red tape Review existing trade legislations and develop a comprehensive Business Act Review Export Import legislation Other laws such as Contract law, property rights, Trade secrets Act SME Regulation 	X	X	X	X	X	X	X	MED	UNDP	Local Consultancy Firm	70,000.00
<p>Output 3 – National Policy and Capacity to address Employment Strengthened</p> <p>INDICATORS:</p> <ul style="list-style-type: none"> National Employment Plan developed and implemented. Existence of the study. Number of issues covered. 	<p>Develop a national framework for decent work with emphasis on female and youth unemployment</p> <p>(Undertake a comprehensive labour sector study to identify and prioritize sectors for employment and to address issues of migrants, working conditions, collective bargaining)</p> <p>Formulate Strategic Plan for Employment in Tourism Sector for women</p> <p>Formulate standards for employment in tourism sector</p> <p>Conduct awareness campaign on youth and women employment in tourism</p>	X	X	X	X	X	X	X	MHRYS	UNDP	International Consultant	40,000.00
									MoTAC	UNDP	International Consultant	15,000.00
									MoTAC	UNDP	Local Consultant	9500.00
									MoTAC	UNDP	Awareness campaign materials	20,000.00
									MED	UNDP	Salary	10,541.00

Annual Work Plan 2012

EXPECTED OUTPUTS and Indicators	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Year One 2011					Source of Funds	Budget Description
Output 1 – Business development and participation of private sector in selected service provision expanded in selected regions. INDICATORS: <ul style="list-style-type: none"> • SME legislation enacted and implemented. • Number of sectors with business incubators. • Number of legislation and guidelines supporting PPP in selected service delivery. 	Expand BDS/SC facilities and strengthen capacity to prioritize women entrepreneurs. Test and facilitate the adopting of sustainable business models for BDS operation. Develop appropriate guidelines to support PPP in local service delivery (within the decentralized governance framework). Strengthen capacity of business associations to promote the interests of their respective sectors.	X	X	X	X	MED	UNDP	
		X	X	X	X	MED	UNDP	
		X	X	X	X	MED	UNDP	
		X	X	X	X	MED	UNDP	
Output 2 – National capacity strengthened to implement trade and investment strategy, post-LDC graduation INDICATORS: <ul style="list-style-type: none"> • Trade legislation revised and enforced. 	Technical support to strengthen the national institutional coordination mechanism to support trade, investment and LDC graduation matters.	X	X	X	X	MED	UNDP	
		X	X	X	X	MED	UNDP	
Output 3 – National Policy and Capacity to address Employment Strengthened INDICATORS: <ul style="list-style-type: none"> • National Employment Plan developed and implemented. 	Strengthen capacity of vocational training institutions, youth centers and job centers including their employment / career development programmes. Conduct employment awareness Project Assistant	X	X	X	X	MHRYS (DGPPS)	UNDP	
		X	X	X	X	MoTAC	UNDP	
		X	X	X	X		UNDP	Salary
Administrative Costs		X	X	X	X		UNDP	
TOTAL								131,000.00

Annual Work Plan 2013

EXPECTED OUTPUTS and Indicators	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Year One 2011					Source of Funds	Budget Description	Amount, USD
		X	X	X	X				
Output 1 – Business development and participation of private sector in selected service provision expanded in selected regions. INDICATORS: <ul style="list-style-type: none"> Necessary arrangements in place for establishing SME Bank. Number of PPP pilot projects operationalized. 	Facilitate the set up of an SME Bank through additional assessments	X	X	X	X	MED	UNDP		
	Establish support infrastructure (business incubators) for prioritized sectors such as farming, mariculture, handicrafts.	X	X	X	X	MED	UNDP		
Output 2 – National capacity strengthened to implement trade and investment strategy, post-LDC graduation INDICATORS: <ul style="list-style-type: none"> Trade legislation revised and enforced 	Develop and operationalize a national plan for promotion of CSR including the establishment of Local Global Compact Network.	X	X	X	X	MED	UNDP		
	Strengthen national capacity to expand international economic cooperation.	X	X	X	X	MED	UNDP		
Output 3 – National Policy and Capacity to address Employment Strengthened INDICATORS: <ul style="list-style-type: none"> National Employment Plan developed and implemented 	Implement National Employment framework	X	X	X	X	MHRYS	UNDP	20,000.00	
	Project Assistant	X	X	X	X		UNDP	Salary	
TOTAL								131,000.00	

Management Arrangements

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

In line with UNDP prevailing rules and regulations and on the basis of indicators and required capacities, there will be a Lead Agency, i.e. Ministry of Economic Development is responsible for the overall accountability, management and administration of the project. Ministry of Human Resources, Youth & Sports and Ministry of Tourism, Arts & Culture and the Department of Gender and Family Protection Services (DGFPS) will be the Implementing Partners (IP) of this project. The Lead Agency will designate the National Project Director (NPD) and recruit a Project Manager/Assistant to support the project.

The implementing partners (IP) are responsible for project management¹. Representatives from the Lead Agency, Implementing Partners and UNDP will comprise the Project Management Team (PMT) and will participate actively in the PMT meetings as members. 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/Associate. 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/associate 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 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 Associate.

UNDP will advance the funds to the Lead Agency according to UNDP rules, regulations and guidelines. The Lead Agency will disburse the funds to the implementing partners (IP) and other supporting partners according to the project's activities and work plans. The IP and supporting partners will report back to the Lead Agency. It will be the responsibility of the Lead Agency 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 Lead Agency to provide the required progress reports to UNDP after receiving inputs from the IPs. In partnership with the IPs, the Lead Agency will also undertake monitoring activities on the project's progress and implementation.

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

Monitoring and Evaluation

The **Employment and Enterprise Development for Women and Youth** project contributes to the achievement of the UNDP Maldives country program (2011-2015) outcomes 6 & 7: *“opportunities are created for diversification of the economy in selected regions” and “creation of opportunities for decent work and labor markets better governed and regulated in line with ILO principles and standards”*.

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/Assistant to the Project Management Team through UNDP.
- 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.

Annex 1

Potential Risks That Could Hamper Project Implementation

Description of risk	Potential impact on the project	Mitigation measures
Capacity of Department to implement the project	Slow down on project implementation	Institutional support provided through project
Institutional and governance changes	Slowdown in community level activities	Advance planning to take into account institutional changes such as decentralization
Unfunded budget of the project	In ability to finance committed and planned activities	Pro-active resource mobilization efforts through strengthened donor relations
Change of project personnel at UNDP and/or Lead Agency	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
Failure in Partnerships	Hinder implementation of projects that require good working partnership with these agencies	Facilitate communication and liaison with partners and conduct regular meetings to review activities with partners
Crisis Situation E.g. Natural disasters, etc	Delay in implementation	Project reviews to allow for adjustment in activities

Annex 2

Outputs and Activities Description

- 1. Business development and participation of private sector in selected service provision expanded in selected regions:**
 - BDSC facilities and services development for sustainable operation.
 - Existence of an active SME council and legislation implemented and arrangements of SME Bank.
 - Number of legislation and guidelines supporting PPP in selected service delivery.

- 2. National capacity strengthened to implement trade and investment strategy, post LDC graduation:**
 - Existence of an operational plan.
 - Establishment of local Global Compact Local Network.
 - Trainings conducted to the trade coordination committee and ministry officials.

- 3. National policy and capacity to address employment strengthened:**
 - Policy and Plan developed.
 - Existence of comprehensive labour sector study and the number of issues covered.
 - Labour needs assessment conducted.
 - Advocacy and training programmes with job experience components.
 - Sensitize and promote female employment.