Mid-Term Evaluation of UNDP Maldives' Country Programme (2022-2026)

31 December 2024

Stephani Hodge & Shifna Saeed

Programme Information		
Title	UNDP Maldives Country Programme	
Date of Signing Country Programme Document (CPD)	30 November 2021	
Programme Period	Start Date	Planned End Date
	01-01-2022	31-12-2026
Total Committed Budget	US$51,190,000.00	
Programme Expenditure at the time of Evaluation	US$74,794,785.05	
Funding Sources	Capital Market Development Authority The Coca-Cola Foundation Department of Judicial Administration European Union Global Environment Facility Global Fund for Coral Reefs Government of Australia Government of Japan Government of Norway Government of the United Kingdom Green Climate Fund Housing Development Corporation Infrastructure Resilience Accelerator Fund Maldives Monetary Authority Maldives Stock Exchange Ministry of Economic Development Ministry of Finance Multi-Partner Trust Fund Parliament of Maldives SDG Fund UNDP Global Programme United Nations World Health Organization	

Evaluation Information		
Evaluation Type	Country Programme, Mid-Term Review	
Period Under Evaluation	Start Date	Planned End Date
	1 January 2022	30 June 2024
Evaluators and Contact Details	Stephanie Hodge (shodge1@gmail.com) Shifna Saeed (shifu5@gmail.com)	
Evaluation Dates	Start Date	Completion Date
	1 February 2024	31 October 2024

Table of Contents

List of Figures

List of Tables

Acronyms and Abbreviations

ADB: Asian Development Bank
AGO: Attorney General's Office
AWP: Annual Work Plan
BCC: Business Center Corporation
BCM: Bar Council of the Maldives
CCA: Common Country Assessment
CF: Common Fund
CMDA: Capital Market Development Authority
CO: Country Office
COBP: Country Office Business Plan
CPD: Country Programme Document
CSC: Civil Service Commission
CSOs: Civil Society Organizations
DFAT: Department of Foreign Affairs and Trade (Australia)
DIM: Direct Implementation Modality
DJA: Department of Judicial Administration
DRM: Disaster Risk Management
DRR: Disaster Risk Reduction
EC: Elections Commission
ERC: Economic Research Centre
ET: Evaluation Team
EU: European Union
FAO: Food and Agriculture Organization
FDI: Foreign Direct Investment
FENAKA: Maldives Utility Company
FGDs: Focus Group Discussions
GAP: Good Agriculture Practices
GCF: Green Climate Fund
GCS: Government Cost Sharing
GEF: Global Environment Facility
GES: Gender Equality Strategy
GFCR: Global Fund for Coral Reefs
GoM: Government of Maldives
HCWM: Healthcare Waste Management HDC: Housing Development Corporation
HDI: Human Development Index
HRCM: Human Rights Commission of the Maldives
HRD: Human Rights Defenders
HS: Highly Satisfactory
HU: Highly Unsatisfactory
IB: Institutional Building
ICF: Investment Climate Facility
ICT: Information and Communication Technology
IFAD: International Fund for Agricultural Development
IFIs: International Financial Institutions
IGP: Integrated Governance Programme

IGP3: Integrated Governance Programme, Phase 3
ILO: International Labour Organization
IMF: International Monetary Fund
INFF: Integrated National Financing Framework
INGOs: International Non-Governmental Organizations
IOM: International Organization for Migration
IPs: Implementing Partners
IRRF: Integrated Results and Resources Framework
ITB: Invitation to Bid
IWRM: Integrated Water Resources Management
J4J: Judiciary for Juniors
JP: Joint Programme
JSB: Joint Steering Board
KIIs: Key Informant Interviews
LCs: Local Councils
LDPs: Local Development Plans
LECRED: Low Emission Climate Resilient Development
LGA: Local Government Authority
LLAMU: Local Level Agriculture and Marketing Unit
LNOB: Leave No One Behind
MCCEE: Ministry of Climate Change, Environment and Energy
ME: Monitoring and Evaluation
MED: Ministry of Economic Development
MER: Monitoring and Evaluation Ratio
MGFSS: Ministry of Gender, Family and Social Services
MIRA: Maldives Inland Revenue Authority
ML: Moderately Likely
MMA: Maldives Monetary Authority
MNPHI: Ministry of National Planning, Housing, and Infrastructure
MoAAW: Ministry of Agriculture and Animal Welfare
MOE: Ministry of Environment
MoECCT: Ministry of Environment, Climate Change and Technology
MoF: Ministry of Finance
MOFA: Ministry of Foreign Affairs
MoFMRA: Ministry of Fisheries, Marine Resources and Agriculture
MOHE: Ministry of Higher Education
MOT: Ministry of Tourism
MPAO: Maldives Pension Administration Office

MPO: Management Performance and Oversight
MPTF: Multi-Partner Trust Fund
MS: Moderately Satisfactory
MSME: Micro, Small, and Medium Enterprises
MTR: Mid-Term Review
MU: Moderately Unsatisfactory
Multi-Partner: Multi-Partner Trust Fund
MVR: Maldivian Rufiyaa
NCIT: National Centre for Information Technology
NDCs: Nationally Determined Contributions
NDMA: National Disaster Management Authority
NDP: National Development Plan
NGO: Non-Governmental Organization
NIM: National Implementation Modality
NRM: Natural Resource Management
ODA: Official Development Assistance
OECD: Organisation for Economic Co-operation and Development
OHCHR: Office of the United Nations High Commissioner for Human Rights
OUTCOME: Desired Result or Impact
PAC: Project Appraisal Committee
PARTNERSHIPS: Strategic Alliances or Collaborations
PCB: Project Coordination Board
PDSAE: Project for Developing Sustainable Agricultural Economy
PEMCO: Public Enterprise Monitoring and Control Office
PET: Program Evaluation Tool
PIP: Public Investment Program
PNC: People's National Congress
PO: President's Office
POCOMAS: Post-Crisis Operational Management System
POPs: Persistent Organic Pollutants
PSC: Project Steering Committee
PVE: Preventing Violent Extremism
PWDs: Persons with Disabilities
RBAP: Regional Bureau for Asia and the Pacific
RBM: Results-Based Management
RBAP: Regional Bureau for Asia and the Pacific
RCO: Resident Coordinator's Office
RoL: Rule of Law
RP: Results Programme
RR: Resident Representative
RWH: Rainwater Harvesting
SAMOA: SIDS Accelerated Modalities of Action Pathway
SAP: Strategic Action Plan
SDFC: SME Development Finance Corporation
SDGs: Sustainable Development Goals

SEED: Sustainable Economic Empowerment and Development for SME Advancement
SGBV: Sexual and Gender-Based Violence
SIDS: Small Island Developing States
SMART: Specific, Measurable, Achievable, Relevant, and Time-bound
SMEs: Small and Medium-sized Enterprises
SOEs: State-Owned Enterprises
SOPs: Standard Operating Procedures
SSIs: Semi-Structured Interviews
SSIUNDP: Small Scale Investment for UNDP
STELCO: State Electric Company
STO: State Trading Organization
SWOT: Strengths, Weaknesses, Opportunities, Threats
ToC: Theory of Change
TOR: Terms of Reference
UA: Unable to Assess
UK: United Kingdom
UN: United Nations
UNCDF: United Nations Capital Development Fund
UNCT: United Nations Country Team
UNDP: United Nations Development Programme
UNDRR: United Nations Office for Disaster Risk Reduction
UNEG: United Nations Evaluation Group
UNEP: United Nations Environment Programme
UNESCAP: United Nations Economic and Social Commission for Asia and the Pacific
UNESCO: United Nations Educational, Scientific and Cultural Organization
UNFPA: United Nations Population Fund
UNICEF: United Nations Children's Fund
UNITY: UN Integrated Support Team
UNODC: United Nations Office on Drugs and Crime
UNRC: United Nations Resident Coordinator
UNSDCF: United Nations Sustainable Development Cooperation Framework
UNWOMEN: United Nations Entity for Gender Equality and the Empowerment of Women
WB: World Bank
WDC: Women's Development Committee
WHO: World Health Organization
WTO: World Trade Organization

Executive Summary

The Mid-Term Evaluation (MTE) of the UNDP Maldives Country Programme (2022-2026) aims to assess the effectiveness of UNDP's support in achieving national development priorities. This evaluation serves a crucial role in offering strategic recommendations and ensuring accountability to national stakeholders and partners in the Maldives. The evaluation focuses on UNDP's alignment with the Maldives' development needs and the broader priorities outlined in the UNDP Strategic Plan (2022-2025), which include structural transformation, resilience building, and ensuring no one is left behind. The evaluation highlights UNDP's contributions in key areas such as inclusive livelihoods, sustainable natural resource management, climate resilience, and accountable governance, aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF).

Purpose and Scope

The primary purpose of the evaluation is to provide a comprehensive assessment of the contributions made by UNDP Maldives in achieving the established outcomes within the Country Programme Document (CPD). It seeks to identify how UNDP can ensure sustained contributions to development results and improve its interventions in the remaining period. The evaluation is guided by six key objectives:

1. To review the extent to which outputs contributed to each outcome and identify factors behind the success or failure of specific initiatives.

2. To assess the methods and mechanisms by which outputs led to outcomes, focusing on gender-transformative results.

3. To review the factors influencing the effectiveness of UNDP's contributions, backed by concrete evidence of results.

4. To assess the ongoing relevance of UNDP's contributions, considering emerging development challenges and opportunities.

5. To identify lessons learned and adjustments needed to improve relevance, effectiveness and efficiency.

6. To provide actionable recommendations for the remaining CPD period, advising on best practices to replicate and areas to strengthen or introduce in the programme.

The evaluation covers all UNDP interventions since 2022, including those funded by core UNDP resources, donor funds, government funds, and regional and global programmes. It also explores UNDP's contributions to cross-cutting issues such as human rights, gender equality, and leaving no one behind (LNOB). The scope includes a forward-looking approach that draws lessons from the first half of the CPD period and proposes recommendations for the remaining years. remaining years. The evaluation also examines how the CP aligns with UNDP's six Signature Solutions and strategic priorities, focusing on structural transformation, resilience building, and ensuring no one is left behind.

Methodology

The evaluation employed a participatory mixed-methods approach, combining both qualitative and quantitative data collection to provide a comprehensive understanding of the programme's performance and impact. The process began with an inception phase to refine methods and review key documents. Data collection occurred in the Maldives from 4-11 May, during which evaluators conducted:

- Key informant interviews with 70 participants from diverse sectors, including government officials, CPD Steering Committee members, development partners, and project managers.

- 11 focus group discussions with a variety of stakeholders.

- Four field visits to selected project sites for in-depth analysis.

Nine projects were selected for detailed desk study analysis focusing on their transformative potential, alignment with the Theory of Change, and contributions to the Sustainable Development Goals (SDGs). The inclusive, participatory approach ensure diverse stakeholder perspectives were captured, providing a solid foundation for evaluating the programme's impact and effectiveness.

The evaluation aims to optimize UNDP's strategic approach to supporting the Maldives' sustainable development goals. Key recommendations below focus on enhancing stakeholder engagement, improving project design and implementation, and strengthening monitoring and evaluation practices to ensure the continued success of UNDP's interventions in the country. These recommendations will guide the remaining period of the 2022-2026 CPD and support UNDP in maximizing its contributions to the Maldives' development outcomes.

Conclusions and Lessons Learnt

Relevance

The CPD is well-aligned with both national development priorities, as reflected in the Strategic Action Plan (SAP), and UN goals, particularly in addressing SDGs. It has shown adaptability in responding to evolving government needs and global challenges, like COVID-19. However, emerging priorities like sustainable island cities and digital transformation require further alignment, and updating the Theory of Change is needed to ensure continued relevance.

Key lessons learnt include:

I.   A portfolio-based, ecosystem-oriented strategy enhances impact by integrating sectors like climate resilience, governance and economic development, which attracts private investments and supports SMEs.
II.   Focusing on policy and institutional frameworks strengthens relevance and long-term impact.
III. Expanding and diversifying partnerships with international donors and organizations is crucial for resource mobilization and aligning with national priorities.

Coherence

The CPD has demonstrated internal coherence across its pillars but could improve integration between economic development, climate resilience, and governance components to ensure more cohesive implementation. External coherence with donors, including Japan, the UK and Australia, has facilitated resource mobilization and alignment with national development plans, though diversifying funding sources is crucial. Coordination with government stakeholders has been effective but requires ongoing engagement to remain responsive to political changes. Efforts to better engage local communities at all stages of the program cycle are necessary to ensure broader participation and ownership.

Key lessons learnt include:

IV.   Strengthening integration between climate and governance components will reduce fragmentation and enhance synergies across interventions.
V.   UNDP's role in fostering upstream policy coherence is critical, ensuring alignment with broader development goals and facilitating better stakeholder engagement.

Efficiency

UNDP has demonstrated efficiency in resource mobilization and partnerships, particularly through strategic collaborations with financing partners, government, and the private sector. However, heavy reliance on third-party cost-sharing and vertical funds presents risks due to shifting donor priorities and global economic uncertainty. The CPD has shown commitment to cost-effectiveness, though delivery gaps and challenges in fund allocation highlight the need for better resource utilization. While management structures have enhanced operational efficiency, clearer staff roles and robust monitoring systems are necessary to improve accountability and streamline program delivery. The M&E framework aligns with strategic priorities but needs stronger implementation to measure outcomes effectively.

Key lessons learnt include:

VI.   Improved communication and coordination between implementing partners help avoid duplication and enhance efficiency.

VII. Integrating the pillars of livelihoods, climate resilience, and governance into a unified framework will streamline operations and optimize resource use, promoting more timely and cost-effective initiatives.

Effectiveness

The CPD has made notable progress across fiscal policy development and sustainable economic initiatives, particularly through the Integrated National Financing Framework (INFF) and support for SMEs. However, challenges persist in creating a cohesive ecosystem and addressing implementation gaps, including tax burdens on marginalized groups and data constraints. Climate action and renewable energy initiatives show significant progress but are hindered by policy inefficiencies and coordination issues. The governance pillar has advanced inclusivity and transparency, but systemic obstacles at the local level remain. Continued investment in digital governance and capacity building is needed for long-term success.

Key lessons learnt include:

VIII. Addressing communication gaps and bottlenecks in cross-programme coordination is crucial for timely and effective results, particularly in environmental sectors.

IX.   Strengthening cross-sectoral collaboration, such as integrating climate and governance reforms, enhances overall program effectiveness, ensuring a more efficient and sustainable response to development challenges.

Inclusiveness

The CPD demonstrates a strong commitment to gender equality and social inclusion through its design, implementation, and evaluation processes. Gender-specific resources and gender markers in project design highlight this commitment. Significant strides have been made in promoting social inclusion for marginalized groups, with initiatives like the Practice Parliament Programme and support for electoral participation for individuals with disabilities. However, challenges persist, particularly with gender-disaggregated data, institutional capacity, and accessibility in legislative and economic policies.

Key lessons learnt include:

X.   Embedding inclusivity across all phases of program design and decision-making is essential for ensuring equitable benefit distribution and strengthening community ownership of outcomes.

XI.   Integrating inclusive governance and participatory mechanisms into livelihood, climate, and governance programming helps address systemic inequalities, ensuring more sustainable and impactful results through long-term community engagement.

Sustainability

The CPD has prioritized environmental sustainability through initiatives like the coral reefs project, though there is a need for greater emphasis on long-term resilience-building and ecosystem preservation. Financial sustainability is being actively pursued through innovative resource mobilization strategies, tailored to the unique needs of the Maldives. However, institutional sustainability remains a challenge, requiring strengthened capacities in local governance and data collection to ensure the sustainability of outcomes.

Key lessons learnt include:

XII.   The sustainability of CPD outcomes depends on overcoming coordination challenges, policy inconsistencies, and inefficient implementation mechanisms. Strengthening cross-sectoral coordination, streamlining processes like procurement, and ensuring consistent policy implementation are key to sustaining and scaling the program's impact.

UNDP's strategic approach to sustainable development in the Maldives is impressive, reflecting a holistic strategy that strengthens its role as a policy integrator. While notable progress has been made, further improvements in institutional capacity and commitment are necessary to sustain momentum toward achieving the Sustainable Development Goals. Drawing on the findings and lessons learnt from the evaluation the following strategic and pillar-level recommendations aim to address current gaps and leverage opportunities for improved impact.

Strategic-Level (CPD Level) Recommendations

1. **Strengthening Cross-Pillar Integration for Climate Action, Resilience and Governance**: The new administration's strategic priorities emphasize climate resilience, governance and sustainable recovery. There is an opportunity to improve the alignment of CPD priorities and integrate cross-pillar collaboration for greater impact. Recovery efforts must also be embedded into broader governance and climate resilience frameworks to ensure sustainability.
2. **Optimizing Partnerships and Donor Coordination for Enhanced Impact:** Effective partnerships and donor coordination are essential to prevent duplication of efforts, optimize resource utilization, and align strategies with shared goals. Shifts in donor priorities and the need for centralized collaboration present both challenges and opportunities for greater impact.
3. **Enhancing Monitoring, Data Systems, and Long-Term Planning:** Robust data systems are crucial for effective programme monitoring, adaptive management, and long-term strategic planning. The integration of climate resilience, governance, and recovery requires reliable data collection and analysis frameworks.
4. **Addressing Risks from Political Instability:** Political instability poses significant risks to programme implementation, particularly in governance and recovery efforts. A robust risk management plan will ensure the continuity of CPD priorities and mitigate risks to governance, climate resilience, and recovery efforts.
5. **Strengthening Coordination with Planning Agencies:** Effective engagement with the President's Office and the Ministry of Housing, Land and Urban Development is essential for aligning CPD strategies with national development goals, particularly in governance, climate resilience, and recovery.

Pillar Level Recommendations

Specific recommendations for **pillar one** include:

6. Strengthen partnerships with private sector entities, SMEs, and industry associations to diversify funding sources and incentivise investments.
7. Provide targeted capacity-building initiatives focused on procurement processes and relevant skills while implementing adaptive management approaches to better align projects with national priorities.

Specific recommendations for **pillar two** include:

8. Develop improved coordination mechanisms within government entities and invest in capacity-building to enhance technical expertise in resource management
9. Support the development of renewable energy policies and legislation that incentivize sustainable practices and foster collaboration between government agencies and stakeholders to accelerate the transition to renewable energy practices.

Specific recommendations for **pillar three** include:

10. Strengthen inclusive governance by enhancing citizen participation and supporting the development of inclusive governance institutions. In doing so, accelerate digital transformation efforts ensuring digital governance can support the delivery of public services, and address technical challenges.

Additional cross-pillar recommendations include:

11. Implement a cross-pillar coordination monitoring framework to optimize resources, prevent duplication and ensure synergies between projects.
12. Develop and implement a comprehensive monitoring strategy to track progress on gender equality and other cross-cutting themes including a robust reporting process ensuring capture of information from all programme pillars.

These strategic and pillar-level recommendations aim to enhance the effectiveness, sustainability, and inclusiveness of the Country Programme. By addressing these key areas, the programme can overcome existing challenges, build on successes and contribute to the Maldives' long-term development goals

1. Introduction and Background

The Mid-Term Evaluation (MTE) of the United Nations Development Programme (UNDP) Maldives Country Programme (2022–2026) was conducted to assess progress toward achieving its intended outcomes. This evaluation aims to provide strategic recommendations for optimizing UNDP's contributions during the remaining programme period, ensuring alignment with evolving national priorities and global development goals. The timing of the evaluation, midway through the programme cycle, offers a critical opportunity to analyse outcomes and adapt strategies in response to emerging challenges and opportunities.

The primary audience for this evaluation includes UNDP programme staff, national stakeholders and development partners. These stakeholders sought insights into the effectiveness, relevance, and sustainability of the programme interventions to strengthen decision-making and inform future programming. Additionally, the evaluation is intended for bilateral and multilateral donors, civil society organizations and private-sector partners, emphasizing accountability and learning.

This MTE focuses on the UNDP Maldives Country Programme Document (CPD), which operates under three strategic pillars: inclusive, sustainable livelihoods; sustainable natural resource management and climate resilience; and anticipatory, accountable governance. By evaluating UNDP's support across these areas, the MTE addresses key questions related to gender responsiveness, cross-cutting issues and contributions to the Sustainable Development Goals (SDGs).

The report is structured to provide comprehensive insights into the evaluation process, findings, and recommendations. The present chapter details the CPD under review followed by the evaluation's purpose and scope while chapter 2 details the evaluation approach and methods utilized. Subsequent chapters present findings on relevance, effectiveness, efficiency, and sustainability. The conclusions and actionable recommendations in the final chapter are designed to guide the programme's future direction, ensuring alignment with stakeholder needs and UNDP's strategic objectives.

1.1 Country Programme Document (CPD) 2022-2026

This section provides an overview of the development context in the Maldives, followed by a description of the Country Programme of the United Nations Development Programme (UNDP).

The Maldives, an Upper Middle-Income Country with an HDI of 0.747 faces unique challenges shaped by its vulnerability to climate change, fiscal constraints, and social inequalities. As a Small Island Developing State (SIDS), it is particularly vulnerable to climate change, with global warming and rising sea levels threatening its low-lying islands. While recovering economically post-COVID-19, the country grapples with high debt levels, income disparities, and gender inequality. Moreover, the country's heavy reliance on imported fossil fuels exacerbates its environmental vulnerability, with electricity generation and transportation being major contributors to greenhouse gas emissions. The Maldives has actively advocated for climate financing and committed to achieving net-zero emissions and phasing out fossil fuels by 2030 although the commitments continue to be hindered by financing obstacles.

Recent fiscal contraction, coupled with an IMF warning of debt distress, has necessitated urgent reforms, including fiscal consolidation and reduced reliance on external borrowing. Political shifts, marked by the 2023 election of President Dr Mohamed Muizzu, introduced infrastructure-focused policies amidst economic vulnerabilities like slowed tourism growth and a credit rating downgrade. Social challenges, such as youth marginalization, limited rights for persons with disabilities, and declining political inclusivity, persist. Civic space remains restricted, and environmental pressures like biodiversity loss and waste management issues compound these difficulties.

Against this background, UNDP Maldives serves as a trusted intermediary between government and private sector, leveraging its expertise in environmental management, climate adaptation, and resilience building. While climate change remains a critical focus, the recent expansion of the governance portfolio marks a positive shift toward institutional strengthening. As such, UNDP's role as a champion of Sustainable Development Goals (SDGs) and leadership in governance and development finance position it as a convener of expert knowledge.

The current UNDP Country Programme Document (CPD) cycle (2022–2026) capitalizes on UNDP's strengths, addressing declining Official Development Assistance (ODA), fiscal constraints, and the lingering impacts of COVID-19. It emphasizes reducing inequalities, particularly gender gaps, and empowering rights holders and duty bearers to make sustainable, equitable decisions. Aligned with UNSDCF outcomes, the CPD focuses on three priorities:

1. Inclusive, Sustainable and Thriving Livelihoods
2. Sustainable Natural Resource Management and Climate Resilience
3. Anticipatory and Accountable Governance for and by the People

1.1.1 Theory of Change and Expected Results

The Theory of Change (ToC) aims to achieve inclusive, sustainable, and resilient development by fostering sustainable livelihoods, economic diversification, enhanced natural resource management, climate adaptation, and strengthened governance. This vision is structured around three interconnected pillars:

1. **Inclusive, Sustainable and Thriving Livelihoods**: Prioritizing economic diversification, inclusive policies, and private sector engagement—particularly through blue, green, and digital value chains—creates opportunities for marginalized populations, including women, youth and persons with disabilities. This reduces vulnerabilities and fosters a more equitable society.
2. **Sustainable Natural Resource Management and Climate Resilience**: Integrating climate resilience into development planning enables the Maldives to transition toward low-carbon practices. This approach reduces disaster risks, preserves ecosystems, and enhances community resilience, supporting livelihoods and well-being.
3. **Anticipatory and Accountable Governance for and by the People**: Strengthening governance through digital transformation, civic engagement, and gender-responsive decision-making promotes transparency, accountability, and social equity, ensuring sustainable socioeconomic development.

The overarching goal is to reduce poverty, promote environmental sustainability, and improve citizens' quality of life. The combined impact of interventions across these pillars will enable the people of Maldives—especially the most vulnerable groups—to live in a society that is inclusive, resilient, healthy, tolerant, and skilled, where they equitably benefit from socioeconomic progress and environmental protection.

The ToC assumes governments will implement inclusive policies, private sector actors will engage in value chains, and political will for climate priorities will persist. Risks include political changes, economic instability and challenges in data collection or legal reforms.

Despite these risks, the ToC emphasizes pathways to impact through enhancing government capacities, fostering innovation, and strengthening governance frameworks. To achieve the expected outcomes, the CPD employs the following strategies:

- **Flexible Development Solutions**: Ensure adaptive responses to the Maldives' unique challenges as a Small Island Developing State (SIDS).
- **Gender Equality and Human Rights**: Prioritize the inclusion of women, youth, persons with disabilities and other marginalized groups, ensuring that no one is left behind.
- **Resilience Building**: Strengthen institutional, community, and individual capacities to withstand and recover from shocks, including those related to climate change and economic vulnerabilities.

Aligned with UNSDCF outcomes 1, 3, and 4, the CPD integrates strategic partnerships, data-driven solutions, and innovative financing mechanisms to accelerate progress toward the Sustainable Development Goals (SDGs). It also highlights cross-cutting themes such as SDG financing, decentralization, and the future of work. Additionally, building on the pandemic response, the programme continues supporting health infrastructure and human resources to mitigate COVID-19's

impact on the socio-economy while leveraging digital technologies to accelerate access to quality public services.

Table 1 CPD Results Framework – Logic and Expected Results with Success Indicators

Outcome 1: Inclusive, sustainable, and thriving livelihoods	
Objectives:	• Development of policies for economic diversification, inclusivity, private sector engagement, and investment. • Strengthened blue, green, and digital value chains.
Output 1:	**Government capacities strengthened to formulate and implement policies promoting economic diversification and private sector engagement.**
Indicator 1.1.1:	Number of policies implemented to support inclusive livelihoods, private sector growth, and innovation.
Indicator 1.1.2:	Status of implementation of BCC's Strategic Action Plan for MSME development.
Output 2:	**Innovative development solutions ensure inclusive and meaningful livelihoods, contributing to Blue, Green, and Digital value chains.**
Indicator 1.2.1:	Number of partners applying innovative, data-driven solutions and inclusivity criteria.
Indicator 1.2.2:	Number of new enterprises contributing to lucrative value chains in blue, green, and digital economies.
Outcome #2: Sustainable natural resource management and climate resilience	
Objectives:	• Reduction in carbon footprint in priority sectors. • Enhanced capacities to integrate disaster risk management (DRM) and climate adaptation and mitigation into development planning. • Strengthened policies, regulatory frameworks, and capacities for sustainable management of water and waste resources. • Increased engagement of civil society organizations, communities, and individuals on climate action.
Output 1:	**Enabling environment and multi-sector engagement for carbon footprint reduction in priority sectors.**
Indicator 2.1.1:	Number of sectors integrating and implementing gender-sensitive sustainable practices, policies, and strategies.
Indicator 2.1.2:	Percentage of Government sectors prioritized within NDCs for climate change adaptation and mitigation.
Output 2:	**Government institutions at national/sub-national levels have enhanced capacities to integrate DRM and climate adaptation and mitigation into development planning.**
Indicator 2.2.1:	Number of councils with Island Development Plans incorporating evidenced-based, gender-sensitive, climate-resilient DRR strategies.
Indicator 2.2.2:	Production frequency of disaggregated early warning alerts, disaster preparedness, and climate change information and data.
Output 3:	**Policies, regulatory frameworks, and capacities at national/sub-national levels strengthened for sustainable management of water and waste resources.**
Indicator 2.3.1:	Existence of regulatory frameworks for sound management and disposal of chemicals, POPs, and waste.
Indicator 2.3.2:	Number of islands supported by UNDP practicing gender-responsive, decentralised, sustainable waste and water resource management.
Output 4:	**Increased engagement of CSOs and individuals on climate action.**
Indicator 2.4.1:	Number of CSOs implementing localized Programs on NRM, sustainable energy transitioning, conservation, and related areas.
Indicator 2.4.2:	Percentage of LCs with Programs for community education, awareness, and engagement for climate change action.
Outcome #3: Decentralised and accountable governance under the rule of law	
Objectives:	• Strengthened capacities to effectively plan, finance, and implement development policies and strategies. • Digitalization of public administration and service provision in an efficient and equitable manner. Strengthened rule of law, human rights, and access to protection and justice. • Inclusive civic space and effective participation of citizens.

Output 1:	Government's capacities at national/sub-national levels strengthened to effectively plan, finance, and implement development policies and strategies.
Indicator 3.1.1:	Extent of alignment of local development plans (LDPs) with long-term national development vision (NDP).
Indicator 3.1.2:	Number of financing frameworks, standards, instruments, and mechanisms developed and resourced at national/sub-national levels.
Output 2:	State capacities enhanced to digitalize public administration and service provision in an efficient and equitable manner.
Indicator 3.2.1:	Number of interventions to implement the pillars of national digital transformation.
Indicator 3.2.2:	Number of digital solutions for delivery and monitoring of public services, citizen engagement, access to information, and legal identity.
Output 3:	Strengthened rule of law (RoL), human rights, and enhanced access to protection and justice.
Indicator 3.3.1:	Number of gender-sensitive policy, legal, and regulatory frameworks on RoL, business and human rights, and justice developed and rolled out.
Indicator 3.3.2:	Number of people receiving legal aid including vulnerable groups.
Output 4:	Inclusive civic space and effective participation of citizens, especially vulnerable groups in decision-making and enhanced social cohesion.
Indicator 3.4.1:	Proportion of women contesting in local and parliamentary elections.
Indicator 3.4.2:	Number of at-risk individuals reached through social cohesion and PVE interventions annually.

1.1.2 CPD, UNSDCF and SDGS

UNDP Maldives serves as the UNSDCF SDG integrator, actively supporting the implementation of the United Nations Sustainable Development Cooperation Framework (UNSDCF) through integrated policy and programmatic assistance. Collaborating closely with the Government of Maldives (GoM) and partners, UNDP advances three core priorities outlined in the CPD 2022–2026:

- Inclusive, sustainable, and thriving livelihoods (supporting UNSDCF Outcome 1).
- Sustainable natural resource management (NRM) and climate resilience (supporting UNSDCF Outcome 3).
- Anticipatory and accountable governance for and by the people (supporting UNSDCF-Outcome 4).

These priorities reflect a holistic approach to development and align fully with the UNSDCF, which fosters collaborative efforts across the UN system to achieve national development objectives. UNDP leverages its strengths in governance, planning, and innovative financing, as well as its upstream expertise, to address complex development challenges through coordinated interventions.

1.1.3 Resource Mobilization and Financial Overview

Historically reliant on vertical funds like the Green Climate Fund (GCF) and Global Environment Facility (GEF), UNDP has diversified its funding sources to include bilateral donors such as the EU, Australia, UK, and Japan, as well as Multi-Partner Trust Funds (MPTFs) like the Global Fund for Coral Reefs (GFCR) and SDG Fund. Additionally, partnerships with private entities like the Coca-Cola Foundation and Housing Development Corporation (HDC) and government financing have expanded its resource base.

To support the 2022–2026 Country Programme Document (CPD), UNDP planned to mobilize $51 million. In 2022, the first year of the implementation, $10.2 million was mobilized, and $8 million utilised, leaving approximately $40.8 million to be mobilised and delivered during the remaining four years to achieve its targeted outcomes by 2026.

As of December 2022, the portfolio included 10 ongoing projects and 10 pipeline initiatives valued at $33 million, funded through third-party cost-sharing (46%), Vertical Funds (20%), GFCR (19%), and

the EU (14%). Of the $33 million, 64% is allocated for Outcome 2 (Sustainable Natural Resource Management and Climate Resilience), followed by 35% for Outcome 3 (Anticipatory and Accountable Governance), and about 1% for Outcome 1 (Inclusive, Sustainable, and Thriving Livelihoods). It is necessary for the CO to ensure balanced resource mobilization among all outcomes to enable the effective delivery of targeted CPD results.

1.1.4 Collaboration with the UN Common System

UNDP's role as the largest agency contributing to the Common Fund (CF) within the Maldives UNSDCF 2022-2026, with an anticipated investment of $156 million, underscores its importance in the country's development landscape[1]. The CO achieved significant results through partnerships with other UN agencies to support national goals. Through partnerships with WHO, over the period, UNDP enhanced healthcare waste management by constructing 19 facilities, training over 500 healthcare workers, and deploying 65 electric vehicles. These efforts strengthened public health systems, particularly in crisis response and early recovery. CO also partnered with UNCDF to co-develop a joint programme and successfully mobilized $250,000 from Joint SDG Fund to support fiscal and institutional enabling environment for accelerated renewable energy transition in Maldives.

1.1.5 Country Office Organization and Management Plan

The initial Office Plan, expected in the approved CPD, was absent, raising concerns about clarity in the operational framework. A review initiated in April 2022 by the Resident Representative revealed that structural adjustments recommended in 2018 were only partially implemented, resulting in a hybrid operating model. This affected monitoring and evaluation (M&E) systems, programme coordination and overall efficiency.

While delivery figures remained on track, challenges emerged in achieving deeper portfolio growth and strengthening oversight mechanisms. Gaps in M&E systems limited effective outcome analysis, leading to fragmented feedback loops. Additionally, the misalignment between programmatic and project-based approaches created inefficiencies, slowing the scale-up of new initiatives and complicating resource management. The CO also faced delays due to the "NIM trap," where reliance on national implementation mechanisms impeded progress. A 2023 review by the Regional Bureau identified the need for better financial planning, extended resource mobilization beyond Vertical Funds, and increased capacity to scale the Direct Implementation Modality (DIM) portfolio focussing on UNDP's comparative advantage, including supporting the government with blended finance solutions and technical support on upstream, key policy needs and gap areas.

A SWOT analysis conducted during the regional portfolio review identified several key factors:

- Strengths: UNDP's strong brand, a cohesive team, a growing portfolio, a strong social media presence, and a supportive environment for innovation.
- Weaknesses: A lack of shared understanding of the strategic vision, insufficient programme and project management capacity, a weak risk management culture, and unclear roles.
- Opportunities: Transitioning to Upper-Middle-Income status, leveraging innovative financing, offering policy advisory services, forging private sector partnerships, and engaging at sub-national levels.
- Threats: Challenges related to a growing portfolio, a limited local labour and vendor market, process inefficiencies, and delayed due diligence.

---

[1] Interview with RR during evaluation confirms this.

The review led to several recommendations to improve the Country Office's efficiency and effectiveness, including:

- Enhancing programme management and quality assurance processes.
- Establishing a dedicated oversight function.
- Clarifying the roles between projects, programmes, operations, and advisory functions.
- Streamlining business processes to align with the new ERP system.
- Updating job descriptions and properly delegating authority.
- Exploring options for new office premises.

In 2023, the Country Office (CO) relocated to a new building and began implementing the newly recommended operational plan. While the rollout of these changes is ongoing, it provides a valuable opportunity to align the CO's operations with the new strategic action plan, particularly considering recent disruptions caused by elections. These adjustments highlight the importance of continuous evaluation and adaptation to maintain efficiency and ensure responsiveness to evolving circumstances.

1.2 Evaluation Purpose, Objectives and Scope
This section outlines the purpose, objectives, and scope of the evaluation.

The evaluation serves as a crucial learning and accountability function, providing national stakeholders and partners in Maldives with an impartial assessment of the results of UNDP Maldives' support. It is an independent system-wide process that contributes to oversight, transparency, and collective learning. The evaluation is vital for ensuring greater transparency regarding results achieved, promoting joint work and efficiencies, and generating knowledge that informs and improves development programming. In particular, the midterm evaluation assesses the effectiveness of delivering the intended results in the Country Programme and evaluates the positioning of UNDP. This serves both as an accountability tool and a mechanism for reviewing progress and making necessary adjustments (course correction). Additionally, it provides an opportunity for dialogue with the Government and partners regarding the Country Programme progress and programme direction.

1.2.1 Objectives
Based on the Terms of Reference (TOR) to conduct the MTR and discussion with the evaluation reference group, the independent evaluation has two key objectives:

1. To assess the UNDP Maldives' contribution and performance in supporting national development priorities under the UNDP Maldives Country Programme (2022-2026).
2. To fulfil an important strategic role by providing national stakeholders and partners with an impartial assessment of UNDP Maldives' support and offering strategic recommendations.

1.2.2 Scope
The scope of the evaluation included a comprehensive review of all UNDP contributions to outcomes and activities at the output level, covering the period from 2022 to June 2024. It assessed interventions funded from various sources, including core UNDP resources, donor funds, government funds, and initiatives from regional and global programmes. The evaluation examined UNDP's contributions to cross-cutting themes, including financing for SDGs, the future of work, and decentralization. Cross-cutting issues evaluated included human rights, gender equality, and the principle of Leave No One Behind (LNOB), alongside other themes outlined in the evaluation's strategic questions section.

This forward-looking evaluation drew lessons from the first half of the CPD period and proposed recommendations for the remaining period. It assessed how well the Country Programme (CP) aligned with UNDP's six Signature Solutions, key enablers, and the Strategic Plan (2022–2025) priorities: 1) structural transformation, 2) Leave No One Behind, and 3) resilience building.

The evaluation aimed to provide a comprehensive assessment of the contributions of planned CPD outputs and related activities (refer to Table 1) toward achieving the established outcomes and how UNDP could sustain its contributions to overall development results. The evaluation had six specific objectives:

1. **Review of Contributions**: Assessed the extent to which relevant outputs contributed to each outcome and identified factors that made specific initiatives successful or unsuccessful.

2. **Mechanisms of Achievement**: Evaluated the methods by which outputs led to the achievement of outcomes, with a focus on gender-transformative results.

3. **Effectiveness Factors**: Identified concrete evidence of UNDP's contribution to outcomes and factors influencing the effectiveness of its contributions.

4. **Relevance Assessment**: Examined the continued relevance of UNDP's contributions, including strategies and partnerships, in light of emerging development challenges and opportunities.

5. **Lessons Learned**: Identified lessons and potential adjustments to improve relevance, effectiveness, and efficiency for the remainder of the CP period. This included examining internal and external factors that facilitated or hindered progress, such as design weaknesses, management, skills, and resources.

6. **Actionable Recommendations**: Provided recommendations for the remaining period of the current Country Programme (2022–2026), identifying good practices to replicate and areas to strengthen or introduce in the Programme.

These objectives ensured a comprehensive assessment of UNDP's contributions and provided actionable insights to enhance the programme's impact over the remaining years.

1.2.3 Key Users and Intended Use

As a Mid-Term Review (MTR), this evaluation focused on utility, course correction, learning, and accountability. The primary users include UNDP programme staff, development partners, the Ministry of Foreign Affairs, Ministry of Finance, and other key line ministries (e.g., Ministry of Environment), civil society, academia, and the private sector. Furthermore, bilateral and multilateral donors and broader development partners are considered important audiences for the evaluation (see Table 1). The evaluation also aims to reach the public through various social media channels. Its goal is to generate strategic and programmatic insights that foster accountability and enhance visibility regarding the accomplishments and efforts of UNDP's work in the Maldives. The intended users are outlined in the table below.

Table 2 Expected Users of Evaluation

User Groups	Intended Purposes of the Evaluation
UNDP Programme Staff	- Assess programme effectiveness and impact.
	- Identify areas for improvement and optimisation.
	- Inform strategic decision-making for programme iterations.
Finance and Economic Planning	- Evaluate the efficiency and alignment of budget allocations.
	- Assess the economic impact and financial sustainability.
	- Provide insights for resource planning and allocation.
Line Ministries	- Understand the contribution of the programme to national priorities.
	- Evaluate the integration with existing government plans and strategies.
	- Inform policy development and implementation.
Civil Society	- Assess the impact on communities and vulnerable populations.
	- Evaluate inclusivity and participatory aspects of the programme.
	- Utilize findings for advocacy and engagement with stakeholders.
Academia	- Contribute to academic research on sustainable development.
	- Provide insights for scholarly analysis and publications.
Private Sector	- Assess opportunities for collaboration and engagement.
	- Evaluate the impact on the business environment.
	- Identify areas for private sector involvement in programme initiatives.
Bilateral and Multilateral Donors	- Assess the alignment of the programme with donor priorities.
	- Evaluate the effectiveness of fund utilisation and impact.
Development Partners	- Understand the overall contribution to development goals.
	- Inform coordination efforts and collaboration with other partners.
Public (via social media)	- Enhance visibility of UNDP accomplishments and efforts in the Maldives.

	- Disseminate programmatic insights and achievements to a broader audience.

2. Evaluation Approach and Methodology

The Mid-Term Review (MTR) employed a mixed methodology approach to data collection integrating Results-Based Management (RBM), Theory of Change (ToC), and the Gender Mainstreaming Framework (GMF). The independent evaluation team, consisting of one international and one national evaluator, began the process with a comprehensive stakeholder mapping and purposeful sampling exercise during the inception phase in February 2024 to ensure representative data collection. The Evaluation Criteria and Matrix was agreed upon and, along with carefully designed questionnaires and survey tools, guided the assessment (See Annex 3. Evaluation Matrix Annex 3. Evaluation Matrix)

Table 3 List of Key Informants and Focus Groups

Level	Interviewees	Interview Method
Strategic	- Planning and Economic/Finance Ministry	Focus Group
	- CPD Steering Committee Members	Focus Group
	- Head of Programme, Resident Representative (RR), Deputy RR, RCO Office, Key UN Partners	Focus Group
	- Government Counterparts for each pillar	Key Informant Interviews
	- Key Maldives Bilateral Donors	Key Informant Interviews
	- Representatives from Communications Focal Group, Gender Task Team, Prevention of Sexual Harassment Committee, UNDP Staff/Personnel Association, Partnership Due Diligence Committee, Annual Work Plan (AWP) Review Committee, Project Appraisal Committee (PAC), Learning Committee Aligned with UNDP People 2030 Strategy	Focus groups and Key Informant Interviews Yellow will be mandatory focus groups
	- Representatives from UN Cooperation Framework related, Thematic UN working groups/task forces UNSDCF	Key Informant Interviews
Portfolio	- Heads of Pillar Groups	Key Informant Interviews
	- Management Teams of Pillar Groups	Key Informant Interviews
	- Representatives from 9 Selected Projects - Strategic Personnel for Key Informant Interviews (e.g., Evaluators of GCF Projects, Key Donors, Prominent NGOs as Implementing Partners) - Representatives for 2 Cross-Cutting Case Visits (Stakeholders across all groups involved in Implementation including subnational government and implementing partner and beneficiaries)	Case Studies Key Informant Interviews
Program	- Head of UNDP Program	Key Informant Interviews
	- Head of ME Function	Key Informant Interviews
	- Operations and finance oversight Personnel	Key Informant Interviews

2.1 Criteria and Approaches

The evaluation criteria, based on OECD DAC and UNDP/UNEG guidelines, encompassed dimensions including relevance, effectiveness, efficiency, partnerships, and sustainability. Methodologically, the MTR was anchored in the ToC and the Gender Responsive Framework. RBM guided the systematic tracking of progress, while ToC (Annex 6. Theory of Change Analysis) delineated causal pathways linking programme interventions to desired outcomes. The Gender-Responsive Evaluation Framework was integrated throughout, addressing the distinct needs of all genders, ensuring equitable distribution of benefits, and identifying barriers faced by marginalized groups. Gender-sensitive indicators captured both quantitative data (e.g., the percentage of women accessing resources) and qualitative insights

(e.g., perceptions of empowerment). The team collected gender-disaggregated data and conducted a thorough analysis to assess the achievement of gender equality objectives. The evaluation process included active participation from gender groups through focus groups and face-to-face interviews, a review of ongoing monitoring efforts, and capacity-building activities. A human rights-based approach ensured that findings were actionable. Tools such as gender analysis matrices and intersectional approaches were employed to contextualize gender impacts across various social categories.

2.2 Sampling Strategy

A purposeful sampling strategy was employed based on stakeholder mapping to ensure representation across different levels and strategic significance. Stakeholders were categorised into groups such as UNDP programme staff, government ministries, civil society organisations, academia, private sector entities, bilateral and multilateral donors, and beneficiaries. Representatives were selected based on their involvement with at least two pillars of the CPD (Table 3 List of Key Informants and Focus Groups). Additionally, nine projects (marked in red in Table 5) were selected for in-depth analysis based on criteria including transformative potential, alignment with ToC, and contribution to SDGs. The selection criteria also employed purposeful sampling to ensure a representative and comprehensive evaluation of different interventions. This approach was used to capture a diverse range of projects in terms of geographic location, sectoral focus, and the extent of gender integration. The selection criteria prioritized projects that were expected to demonstrate varied outcomes and impacts across the program components, allowing for a deeper understanding of the overall program's effectiveness. By employing purposeful sampling, we ensured that the evaluation captured critical insights from projects most relevant to the overall objectives of the evaluation.

2.3 Data Collection Methods

A mixed-methods approach was employed for data collection, combining quantitative and qualitative analyses. Quantitative methods included an extensive desk review while qualitative methods involved primary data collection in-country, which comprised 15 Key Informant Interviews (KIIs), 11 Focus Group Discussions (FGDs), and Semi-structured Interviews (SSIs) with over 70 stakeholders (Table 3 List of Key Informants and Focus Groups). Primary data collection ensured inclusivity and addressed potential barriers through in-depth consultations with key stakeholders. The stakeholder engagement involved individuals and organizations, including 27 government officials, 3 representatives from state-owned enterprises, 12 representatives from local councils, 15 from the UNDP CO, 8 representatives from donor agencies, and participants from various UN Cooperation Frameworks and thematic working groups. This comprehensive approach to stakeholder engagement ensured a thorough understanding of the project's potential impacts and the incorporation of diverse perspectives into the decision-making process. Secondary data collection involved a comprehensive review of reports and documents related to the CPD (Annex 4. List of Documents Reviewed).

Table 4 Key Government Officials Selected for Interviewing

Government Organizations*:	Project Name	Relevant to Pillar (1, 2, 3)
Ministry of Foreign Affairs (MFA)		1,2,3
Ministry of Finance (MoF)	BULK MEDICINE	1,2
Ministry of Planning		
Ministry of Economic Development (MED)	PDSAE	1, 2
Ministry of Climate Change, Environment and Energy (MCCEE)	GCF	1,2,3
Ministry of Environment, Climate Change and Technology (MoECCT)	GEF-6 SMC	1,2,3
Ministry of Agriculture and Animal Welfare (MoAAW)	PDSAE	1, 2
Ministry of Higher Education (MOHE)		
Ministry of Tourism (MOT)		

Ministry of Gender Family and Social Services (MGFSS)	IGP III	1, 3
President's Office (PO)	IGP III	2,3
Ministry of Health	INFECTIOUS WASTE	3
Ministry of Health	TRIANGULAR COOP	3
Ministry of Youth, Sports and Community Empowerment	IGP II	3
Utility Regulatory Authority (Fenaka, WAMCO)		
Local Government Authority (LGA)	IGP III	1,2,3
Civil Service Commission (CSC)		
National Disaster Management Authority (NDMA)	SIDS JP	2
Business Center Corporation (BCC)	PDSAE	1, 2
Agro National Corporation (AgroNat)	PDSAE	2
Housing Development Corporation Limited	PDSAE	2
Waste Management Corporation Limited	TCCF	1,2
Department of Judicial Administration (DJA)	IGP III	3
Human Rights Commission of the Maldives (HRCM)	IGP III	3
Capital Market Development Authority (CMDA)		1
Maldives Monetary Authority (MMA)		1
Maldives Inland Revenue Authority (MIRA)	TAX FOR SDGs	1
State Trading Organization (STO)	BULK MEDICINE	

The evaluation also encompassed case visits to three atolls, three local governments, and selected projects to conduct in-depth analyses of their implementation. These case visits aimed to gather firsthand perspectives from key stakeholders and insights into achievements, challenges, and lessons learned. Stakeholders involved in the implementation process, including beneficiaries, government agencies, and implementing partners, were engaged during case visits (Annex 5. People Consulted).

Table 5 CPD Projects by Outcome with Sample outlined in Red

CPD Outcome 1	CPD Outcome 2	CPD Outcome 3
1. Operationalizing Integrated National Financing Framework (INFF)	*6. Sustainable Economic Empowerment and Development for SMEs project (SEEDS)*	20. Integrated Governance Programme Phase 2 (IGP II)
2. Maldives Accelerator Lab	*7. Project for Developing Sustainable Agricultural Economy (PDSAE)*	*21. Integrated Governance Programme Phase 3 (IGP III)*
3. Tax for SDGs	8. UNDP-supported GCF-financed project "Supporting vulnerable communities in Maldives to manage climate change-induced water shortages"	22. CHINA-UNDP Triangular Cooperation Response to COVID-19 project
4. Climate Finance Network- SDG Finance Hub	*9. UNDP-GEF financed project "Eliminating POPs through sound management of chemicals" (GEF-6)*	23. Supporting the GoM to procure medicines at scale for driving efficiency gains, and to ensure financial sustainability of the Maldives Universal Health Coverage Scheme project
5. Selected initiatives hosted under Engagement Facility	*10. UNDP-GEF financed project "Implementing Sustainable Low and non-Chemical Development in SIDS (ISLANDS-GEF7)"*	
	11. Sustainable DRR/CCA and Mitigation in Maldives (SIDS Joint Programme)	

	12. JSB Net Zero Emission (Climate Promise II)	
	13. Improvement of urban waste management through the improvement of PET interception and disposal processes in Greater Malé Region	
	14. Maldives Resilient Reef Ecosystem and Economy for the Future (GFCR)	
	15. Improvement of Infectious of Waste Management in Southwest Asia	
	16. GEF Small Grants Programme	
	17. Improvement of Infectious of Waste Management in Southwest Asia	
	18. Reimaging Tourism	

2.4 Evaluation Process

Following an extensive desk study, inception work, and portfolio review from 15 February to 4 May 2024, the data collection strategy transitioned to in-person consultations and data gathering from 4-15 May 2024. The mission aimed to gather insights from all key stakeholder groups including those guiding, overseeing, and executing the CPD. This included consultations with key representatives from the Planning and Economic/Finance Ministry, members of the CPD Steering Committee, essential partners of CPD such as the MOECC, and management figures including the Resident Representative, Deputy Resident Representative, and key UN partners engaged in joint programmes outlined in the UN Sustainable Development Cooperation Framework (UNSDCF). Additionally, selected internal focal points and representatives from UN Cooperation Framework-related committees and thematic UN working groups/task forces were engaged to ensure a comprehensive understanding of coordination efforts.

At the portfolio level, the Evaluation Team (ET) conducted interviews with the heads and management teams of the three pillar groups outlined in the CPD. Nine projects across all three pillars were selected as case studies to facilitate a thorough examination of their implementation (Table 5). These case studies and interviews targeted strategic individuals such as project managers and evaluators of recent projects, including the Green Climate Fund (GCF), two ongoing GEF hazardous chemicals projects, and key informant interviews with financial partners including the UK, Australia, Japan, and prominent NGOs acting as implementing partners.

During the international consultants' visit, the team undertook two local government-level case visits that traversed all portfolios. These visits included key project sites, such as Laamu and the northern islands, to delve deeper into the implementation dynamics. In Laamu islands, consultations were held with the atoll-level councillor (the Laamu Atoll Council President) and the island council for Gan. Additionally, the team interviewed members of Women's Development Committees (WDCs) in Laamu Fonadhoo and Gan as focus groups. The ET also interviewed numerous community members to understand their perspective of UNDP support on the islands. Projects examined in Laamu Atoll included initiatives such as Reimagining Tourism, SME Support, and Local Planning, aiming to gain a nuanced understanding of their impact on the local economy and environment.

In Malé, project visits included initiatives involving key government departments (see Table 4) and projects sites such as the Seed Distribution and Horticulture Enhancement developed in Hulhumalé under PDSAE in partnership with HDC, and SME incubators in Male in partnership with BCC spearheaded during Covid-19. These site visits facilitated direct engagement with local farmers and project beneficiaries, offering valuable insights into the tangible outcomes and challenges encountered.

Table 6 Active CPD partnerships

- Ministry of Economic Development (MED): Prioritized as they are involved in all three pillars.
- Ministry of Environment, Climate Change and Technology (MoECCT): Crucial for all three pillars.
- Ministry of Fisheries, Marine Resources and Agriculture (MoFMRA): Important for Pillars 1 and 2.
- Ministry of Tourism (MOT): Relevant to Pillars 1 and 3.
- Ministry of Gender Family and Social Services (MGFSS): Pertinent to Pillars 1 and 3.
- UNCT agencies or representative i.e., RCO: UN agencies are essential for all three pillars and have significant expertise in relevant areas.
- International Labour Organization (ILO): Important for Pillars 1 and 3.
- LGA (Local Government Authority): Essential for all three pillars as it represents local governance.
- Business Center Corporation (BCC): Relevant to Pillars 1 and 2.
- Finance Partners - Government of Japan; Government of Australia (DFAT Colleagues in Colombo); Government of the United Kingdom (UK); European Union (EU);
- Ombudsman

Furthermore, to gain a deeper understanding of CPD interventions face-to-face and focus group consultations were conducted with CPD implementers, stakeholders and beneficiaries in Laamu Gan, Laamu Fonadhoo, HDh. Kulhudhufushi and Addu City. These consultations examined the Reimagining Tourism, PDSAE Project, IGPII and GEF-6 SMC project. The project reviews were instrumental in capturing the multifaceted nature of CPD interventions and evaluating the inputs and their alignment with overarching development goals, particularly in assessing their impact on beneficiaries.

At the programme level, the evaluation team (ET) interviewed key personnel from UNDP's programme, including the Resident Representative (RR), the Deputy Resident Representative (DRR), key staff from the Monitoring and Evaluation (M&E) functions responsible for the three pillars, as well as individuals responsible for communications, knowledge management, operations, and finance. These interviews provided critical insights into the operational aspects of the CPD and UNDP's role in its execution (Table 3)

Additionally, as part of the methodology, the ET attended the UNDP Regional Conference on the Asia-Pacific Blue Economy Forum, hosted by the Government of Maldives, as observers. This experience enriched their understanding of relevant regional discussions and initiatives. Overall, this multi-tiered approach ensured comprehensive engagement with stakeholders at various levels of involvement in the CPD, facilitating a thorough evaluation of its implementation and impact.

2.5 Evaluation Questions and Matrix

The evaluation process included a refinement phase, during which evaluation questions were honed and organized into a matrix. This matrix categorised the questions according to specific criteria, ensuring a structured approach. Each question was linked to its rationale and methodological basis, providing a clear framework to guide and streamline the assessment process.

As per the Terms of Reference (TOR) (Annex 1. Evaluation Terms of Reference (TOR), at the strategic level, the evaluation focused on several key aspects:

- Evolution and Relevance of CPD: Examining how the CPD has evolved to address emerging drivers and needs.
- Value addition of UNDP Assistance: Assessing the tangible contributions and benefits brought about by UNDP's involvement.
- Coherence with National Objectives: Evaluating the alignment of the CPD's work programme with the overarching development goals of the Maldives.
- Results and Effectiveness: Analysing the outcomes and impact of the CPD's initiatives.

At the project and programme level, the evaluation delved into the following areas:

- Assessment of Programmes' Contribution: Evaluating the contribution of the programme to the three pillars outlined in the CPD, along with consideration of cross-cutting issues such as financing for the SDGs, decentralisation, climate change, gender equality, and social inclusion.

Additionally, key questions were formulated based on the Theory of Change dimensions and development enablers. These included:

- Change Dimensions: Structural transformation, leaving no one behind, and building resilience.
- Development Enablers: Strategic innovation, digitalisation, and development financing.

Furthermore, the integration of gender equality, human rights, and considerations for the future of work were emphasized. This involved including key questions in the primary data collection exercises to evaluate the transformative impact on women, ensuring gender equality and human rights in programme outcomes, and accounting for the evolving landscape of work, particularly in the context of small islands.

Efficiency was a critical focus point, with questions and assessments conducted on the cost-effectiveness, resource utilisation, and success of partnerships and joint financing initiatives.

Finally, sustainability was thoroughly evaluated across various dimensions:

- Institutional Sustainability: Assessing the long-term viability of financing and innovation initiatives related to SDGs, the future of work, and decentralization.
- Environmental Sustainability: Evaluating the durability of environmental management and climate change initiatives.
- Political Sustainability: Considering the sustainability of governance initiatives amidst evolving political dynamics and priorities.

Overall, this structured approach ensured a comprehensive evaluation, providing valuable insights into the CPD's implementation and impact, and informing strategic decision-making for the future.

Table 7 Evaluation Criteria and Questions

Evaluation Criteria	Main Evaluation Questions
Relevance	1. To what extent has the CPD been aligned with national development needs and priorities?
	2. Targeting in Design - To what extent has the Maldives CPD been designed to address the needs of women and men in the changing global and local context, including gender-specific considerations in CPD outcomes?
	3. To what extent have UN reforms influenced the relevance of UNDP support to the Government of Maldives?
	4. How well did it adapt or what is needed so that the CPD can adapt and or factor in lessons learned based on emerging priorities external factors such as the Covid-19 or other changes in the national context?
Effectiveness	5. To what extent has the UNDP Maldives Country Programme achieved its outcomes and successfully delivered its programme outputs?
	5 b. How has UNDP Maldives incorporated lessons learned and feedback into subsequent programme planning processes and implementation?
	6. What are the main contributions to development for which UNDP Maldives is recognised under each pillar, and how are they aligned with the UNSDCF?
	6.b Taking into account the technical capacity and institutional arrangements of the Country Office, is UNDP Maldives: - Well-suited to provide technical assistance in democratic governance in the Maldives? - Well-suited to provide technical assistance in sustainable financing and innovative solutions in the Maldives?

	• Well-suited to provide technical assistance in resilience, climate change, and disaster risk reduction in the Maldives?
	7. What are the unexpected outcomes or consequences of the programme, and what are their implications?
	9. What evidence is there that UNDP Maldives support has contributed to improved national government capacity across the strategic pillars?
	10. Has UNDP Maldives been influential in national debates and contributed to national priorities?
	11. Is UNDP Maldives perceived by stakeholders as a strong advocate in key areas, including the promotion of social inclusion, disability, and gender equality?
Cross-Cutting Areas	12. Integration of Social Inclusion and Disability
	13. Integration of Gender Equality and Human Rights
	14. Financing for the SDGs
Efficiency	14. To what extent has UNDP Maldives CPD been useful to enable to utilise core resources in leveraging external funding and partnerships?
	15. To what extent have the delivery and achievement of the CPD outcomes and outputs been efficient and cost-effective?
	16. To what extent was the existing CPD management structures appropriate and efficient?
	17. Are the monitoring and evaluation systems of the CPD effective in ensuring that projects and portfolios are managed efficiently?
Sustainability	18. Institutional - What is the likelihood that the sustainable financing and innovation initiatives supported by UNDP Maldives will be sustainable?
	19. Socio Economic - To what extent will the benefits of the CPD Programme's priorities regarding gender mainstreaming and women's empowerment continue?
	20. Environmental - What is the likelihood that environmental management and climate change initiatives which UNDP Maldives has supported are sustainable?
	21. Political - What is the likelihood that democratic governance initiatives which UNDP Maldives has supported are sustainable?
Orientation toward Impact	23. To what extent have UNDP and its partners actively engaged in the projects and portfolio interventions, contributing to transformative changes in behaviours, systems, and policies within the three programme priorities?
	24. In what ways has the current programme led to positive changes in the lives of Maldivians?
	25. To what extent has UNDP Maldives promoted positive changes for women and vulnerable groups, ensuring that no one is left behind (LNOB)? Were there any unintended effects?
Strategic Considerations, Coherence and Partnerships	26. To what extent are UNDP Maldives's engagements a reflection of key strategic considerations, in the development context of the Maldives in relation to its comparative advantage vis-a-vis other partners?
	27. To what extent has UNDP Maldives been able to utilise core resources in leveraging external funding and partnerships?
	28. To what extent has UNDP Maldives planned its work to promote coherence and complementarity with other United Nations partners and stakeholders?

2.6 Limitations and Mitigation Strategies

The evaluation process and data collection faced several limitations and challenges, which are outlined below:

- *Elections During the Process*: Initially perceived as a limitation, the occurrence of elections during the evaluation process presented an unexpected opportunity. While the elections posed challenges, such as delays in scheduling meetings and shifts in policy focus, it also allowed the evaluation team to gain a deeper understanding of the political landscape and assess how electoral changes might impact development priorities and project implementation.
- *Geographic Spread:* The wide distribution of project sites posed significant logistical challenges, particularly in remote areas. Ensuring equitable representation across diverse regions required careful planning and additional resources. It required additional planning and resources to ensure equitable representation, impacting the speed and efficiency of data collection.

- *Field Visits to Remote Territories:* Ensuring a geographically representative sample, the evaluation team conducted field visits to remote areas, including Laamu Atoll (Laamu Gan and Fonadhoo), the Northern Islands (Haa Dhaalu Kulhudhuffushi), and Addu City. These visits allowed for direct engagement with local communities and officials, providing valuable insights into development impacts and ensuring local voices were heard.
- *Difficulty in Securing Meetings with High-Level Government Officials:* Accessing high-level government officials was challenging due to their busy schedules and bureaucratic procedures, hindering the collection of critical insights and feedback, particularly on government planning and thematic leadership.
- *Support Needs:* The evaluation team consisted of a national and an international consultant. The national consultant's shorter timeframe limited her involvement, and the international consultant faced challenges with resource constraints against the evaluation's decentralized nature. The evaluation required 35 days to complete, which was insufficient given the scope of the analysis, delays in data access, limited monitoring capacity, and coordination challenges due to time zone differences.

To address these challenges, several mitigation strategies were employed throughout the evaluation process and data collection.
- Leveraging and vetting the ROAR from 2024: To mitigate the challenges of securing high-level government meetings, the evaluation team engaged the ROAR for programme validation. This helped ensure the accuracy of the program and facilitated the collection of necessary data for the evaluation.
- Persistent Engagement: The evaluation team adopted a proactive and persistent approach to securing meetings with high-level government officials. This included repeated outreach through direct requests, follow-up emails, and leveraging existing contacts within the Government. This consistent effort helped overcome some of the bureaucratic barriers that initially hindered access.
- Utilizing Local Support and Insiders: Collaborating with local partners and insiders proved crucial in navigating bureaucratic challenges and securing meetings with government officials. Their local knowledge and connections enhanced the evaluation process and helped build trust among stakeholders, facilitating smoother engagement.
- Given the extensive inputs, data gaps, and the iterative process of refining this document through back-and-forth discussions, we have made a strategic effort to enhance the final evaluation quality. Specifically, we have emphasized more qualitative explanations to address gaps and provide a comprehensive understanding. The current length of the document, while longer than requested, is justified and necessary to maintain the depth and clarity required for effective analysis and decision-making.
- UNDP Support: Although UNDP support was limited in terms of overcoming access to necessary data, it played a role in securing some key meetings with relevant government officials by leveraging its institutional relationships. This collaboration underscored UNDP's commitment to transparency and accountability and strengthened the evaluation **process by ensuring that some high-level perspectives were included.** The Evaluation Team is confident that the outcome represents a robust, evidence-based analysis of the actual situation and fully supports the accompanying recommendations.

3. Findings

UNDP's strategic positioning in the Maldives post-pandemic underscores its commitment to fostering long-term recovery and sustainable development. Guided by UNDP leadership, the CPD implementation has focused on catalysing financing partnerships through portfolio diversification and innovative financing mechanisms. These adjustments, grounded in a proactive emergency and risk response framework, seamlessly align with the CPD while integrating upstream approaches. Similarly, key changes have strengthened UNDP's strategic positioning as follows:

- **Shift in Approach**: UNDP's transition from a reactive, short-term crisis response to a proactive, long-term recovery and development framework marks a significant strategic evolution post-pandemic. This shift is evident in the adoption of integrated, upstream approaches that align with the Maldives' evolving needs and priorities, ensuring sustainable development outcomes.

- **Financial Resource Mobilization**: A heightened focus on financial resource mobilization underscores UNDP's strategic agility. By diversifying portfolios and introducing innovative financing models, UNDP has successfully secured funding to drive impactful initiatives. The coral reefs project exemplifies this capability, addressing critical environmental challenges while laying the groundwork for scalable, sustainable solutions.

- **Strategic Partnerships**: Robust partnerships have been pivotal in advancing UNDP's development objectives. Collaborations with governments, donors, and stakeholders have extended beyond financial contributions, enabling knowledge exchange, capacity building, and strategic alignment toward shared goals. Notable examples include partnerships with the UK, Australia, and the EU, which have bolstered financial resources and fostered capacity development to address national priorities effectively.

Against this background, the following sections present the findings of the CPD evaluation across key criteria: relevance, coherence, effectiveness, efficiency, and sustainability, along with insights into cross-cutting areas and synergies.

3.1 Relevance

The evaluation assessed the current relevance of CPD and related projects in the Maldives, revealing insights amid a dynamic political landscape and evolving strategic priorities. The design of the CPD emerged from the need to address the profound challenges brought on by the COVID-19 pandemic. This response exemplifies UNDP's dedication to mitigating inequalities and supporting governmental planning during periods of economic and political flux. However, while the CPD for the Maldives has been relevant in addressing challenges posed by COVID-19 and strategically adapting and aligning with national priorities, its continued effectiveness is at risk due to the recent evolving political landscape. Although the recent governmental changes and elections have introduced some uncertainties that may affect the adaptability of the CPD, the positive delivery records from this year indicate resilience and the potential for continued effective engagement.

Building on this context, the evaluation highlighted several key sub-findings:

- **Political Landscape and Alignment with National Priorities:** The political environment in the Maldives, shaped by the recent government shifts since September 2023 and the parliament election in April 2024, remains dynamic and unpredictable. Despite these frequent changes, proactive management and a robust senior team at UNDP have ensured close monitoring and swift adaptation of CPD projects to align with rapidly evolving governmental priorities. The CO has effectively aligned its efforts with the evolving needs of the UNSDCF, the national priorities set forth in the Strategic Action Plan (SAP) 2019-2023 and the National Resilience and Recovery Framework. This strategic alignment has helped maintain stability and relevance of programmes amidst political changes. Additionally, the evaluation team noted that the new government, in office since November 2023, has requested UNDP's support in

developing its new SAP, presenting a unique opportunity to align current programmes with the government's updated priorities. In line with this, stakeholders concur that given the dynamic political context, UNDP's strategic opportunity lies in aligning its programmes with the Government's SAP. With the SAP integrating government manifesto pledges with sectoral priorities, it offers a significant opportunity for UNDP to ensure interventions remain needs-based and responsive to evolving manifestos and priorities enhancing the relevance and effectiveness of its programmes in addressing the country's development challenges.

- **Theory of Change and Framework Logic:** The review highlighted issues with Theory of Change (ToC) and Logical Framework, particularly with overly optimistic assumptions regarding political will and private sector engagement as both the business and government context are dynamic and ever-changing. The pandemic, along with political shifts also introduced unforeseen risks that were not fully accounted for. The evaluation team found consensus among the stakeholder groups interviewed that, with the current changes in administration and national priorities, adapting the underlying assumptions of the Theory of Change to better align with current economic and political realities is critical. The dynamic political context has disrupted the relevance of the existing framework, making a review of the Theory of change necessary with the new administration and new strategic areas of focus.

- **Monitoring and Evaluation:** Interdependencies between programme pillars that is inclusive livelihoods, climate resilience, and governance underscore the need for continued oversight across pillars and coordination at the CPD level. Close collaboration across programme teams is essential for adaptive management and preventing bottlenecks. Regular pillar-level and CPD-level meetings, along with stakeholder engagement, are recommended to support effective coordination and enhance the impact of interventions. Gaps were identified in data collection for CPD indicators, highlighting the need to reassess the efficacy and utility of these indicators. Strengthening data collection methods, feedback mechanisms, and intersectoral coordination will improve M&E systems and inform timely decision-making. Collaboration with national statistics units is crucial for enhancing baselines, data collection, and analysis. Addressing gaps in policy areas related to sustainability and governance will be vital for achieving long-term programme goals.

- **Modality and Funding Sources:** UNDP's strategic role in the Maldives remains pivotal, particularly through its leadership in the UNSDCF Outcome Group on Climate Change and active support across national outcome groups focusing on Livelihoods, Human Development and Well-being, and Governance, Justice, and Human Rights. However, the evaluation highlighted UNDP's concern regarding the significant dependency on vertical funds under the NIM modality for key thematic components. This concern has led to a progressive de-prioritization of vertical funding. This reliance may affect programme integration, flexibility, and sustainability. Diversifying funding sources and enhancing financial resilience are crucial to maintain the impact and relevance of CPD projects amid financial uncertainties.

- **UNDP's Role as Integrator for SDGs and UN One Work:** UNDP plays a critical role as an integrator for Sustainable Development Goals (SDGs) and leads the One UN Work approach in the Maldives. Through its leadership in national development planning and alignment with the new SAP, UNDP ensures that its interventions are needs-based and responsive to national priorities. The COVID-19 pandemic underscored the importance of longer-term planning and equity as growth strategies, further emphasising UNDP's role in catalysing resources for sustainable development initiatives. UNDP's leadership in shaping the new SAP reflects its ability to influence national planning and drive sustainable development across sectors.

- **Emerging Focus Areas:** Emerging focus areas such as sustainable island cities, strategic partnerships, and leveraging SDG finance, data, and digitalisation, are critical for addressing developmental challenges in the Maldives. UNDP leverages its comparative advantages and global expertise to secure additional grants, government financing, and support from International Financial Institutions (IFIs). Aligning with UNDP's "Digital by Default" principles and leveraging comprehensive SDG Finance instruments is imperative to effectively address evolving developmental challenges and ensure long-term sustainability.

The experiences from the COVID-19 pandemic and other external shocks underscore the importance of longer-term planning and equity as growth strategies, further emphasizing UNDP's role in catalysing resources for the SAP and advancing national priorities. Through its leadership and strategic alignment, UNDP is positioned to drive sustainable development in the Maldives, leveraging its expertise, partnerships, and global network to accelerate progress towards national and international development goals.

3.2 Coherence

Achieving coherence, both internally and externally, is essential for effective implementation and alignment with overarching development objectives. The Country Programme showcases coherence in its interventions, both internally—through synergies within UNDP's strategic priorities—and externally—through alignment and collaboration with other actors operating within the Maldives. This coherence has been critical to ensuring that UNDP's initiatives remain relevant, impactful, and complementary to broader development efforts.

3.2.1 Internal Coherence

UNDP's work in the Maldives, encompassing its three main pillars—Inclusive, Sustainable, and Thriving Livelihoods; Sustainable Natural Resource Management and Climate Resilience; and Anticipatory and Accountable Governance— while distinct, are deeply interlinked and mutually reinforcing. The synergies among these pillars are essential for addressing the deeply interconnected challenges that the Maldives faces. Internal coherence is further strengthened by the increasing use of the portfolio approach, which integrates lessons learned and best practices from one pillar into others. For example, innovative solutions piloted under the Sustainable Natural Resource Management portfolio—such as renewable energy systems and ecosystem-based conservation—have been adapted to support the livelihoods pillar by promoting green and blue economies. This approach ensures that progress in one area contributes to outcomes across other sectors, thereby maximizing the efficiency and impact of UNDP's interventions. To this end, existing and potential synergies identified are summarized below.

Pillar 1: Inclusive, Sustainable, and Thriving Livelihoods: Under the first pillar, efforts to promote economic diversification through programmes such as SEEDS and PDSAE have been instrumental in fostering livelihoods that align with environmental sustainability. However, achieving long-term success in these areas depends on stronger coordination with natural resource management efforts under Pillar 2, ensuring that economic activities remain ecologically sustainable while fostering inclusive opportunities for women and youth. The work under Pillar 1 has also been strengthened by synergies with Pillar 3, particularly through governance initiatives such as the Integrated National Financing Framework (INFF). By aligning fiscal policies with the Sustainable Development Goals (SDGs), this framework has enhanced institutional capacity in public financial management and streamlined disaster risk financing mechanisms. Transparent fiscal systems supported through these reforms have improved accountability, ensuring that resources are allocated effectively and equitably to address the country's most pressing challenges.

Pillar 2: Sustainable Natural Resource Management and Climate Resilience: Efforts under Pillar 2 have demonstrated significant progress in promoting climate resilience and sustainable natural resource management, while also supporting economic and governance goals. Renewable energy projects, such as the introduction of electric buses, illustrate how climate-focused initiatives can create opportunities for economic growth. By integrating these projects into local value chains, such as those developed under Pillar 1, the Maldives is advancing a green economy that addresses both environmental and economic objectives. However, these successes depend on institutional support, underscoring the importance of governance reforms under Pillar 3 in providing regulatory and administrative backing for such initiatives.

Pillar 3: Anticipatory and Accountable Governance: Governance work under Pillar 3 has directly contributed to strengthening the other two pillars. For instance, governance reforms in fiscal policy and public administration, such as the Tax for SDGs programme, are essential to building the foundation for inclusive economic growth. By ensuring that fiscal and tax policies are aligned with sustainable

development goals, Pillar 3 directly contributes to strengthening the financial viability of other pillars, particularly in the implementation of climate-resilient initiatives and poverty-reduction strategies in local communities. Similarly, strengthening governance structures through transparency and accountability mechanisms supports the effective management of natural resources. This is especially important for ensuring that initiatives under Pillar 2, such as the Maldives' first Community Conserved Area (CCA) or low-emission transportation solutions, receive proper institutional backing and regulatory enforcement.

UNDP has also mainstreamed cross-cutting themes such as gender equality, youth inclusion, and climate action across all pillars, creating a unified framework that addresses the interconnected nature of development challenges in the Maldives. By focusing on enhanced coordination and integration across these areas, UNDP has the potential to amplify its impact and contribute to sustainable, inclusive development in the country. As such the following recommendations can be considered:

- Coordinated action plans that address disaster risk management, climate financing, and sustainable livelihoods will enable the organization to achieve shared and measurable outcomes across all three pillars.
- Mechanisms such as task forces or inter-pillar steering committees can play a critical role in aligning efforts, eliminating duplication, and streamlining resource allocation.
- Capacity-building initiatives, tailored to local needs, can also strengthen the ability of stakeholders to address interconnected challenges, from governance and natural resource management to climate adaptation.
- Innovations in technology and data integration offer additional opportunities to enhance decision-making and policy impact. For instance, linking disaster loss data to financial and governance systems can provide a more comprehensive understanding of risks and opportunities, enabling more strategic planning.
- Partnerships with government agencies, the private sector, academia, and international organizations can bring critical expertise and resources to address cross-cutting development challenges. These partnerships are particularly important for supporting sustainable livelihood programs that integrate climate-resilient infrastructure, renewable energy and low-emission transport systems.
- Effective governance and strengthened accountability and transparency mechanisms are essential for ensuring regulatory compliance and fostering public participation in managing natural resources.
- Gender-responsive approaches are equally critical, empowering women and marginalized groups to play central roles in planning and implementation. By prioritizing inclusivity and equity, UNDP can ensure that its work benefits all segments of Maldivian society, particularly those most vulnerable to climate and economic shocks.

Looking ahead, UNDP's emphasis on integrated approaches to CPD delivery, in collaboration with the government and partners, will be pivotal in addressing the Maldives' interconnected challenges. Streamlining programmatic focus on two key pillars—climate action and governance—will enhance alignment and impact. By adopting data-driven strategies and fostering diversified partnerships, UNDP can build on its achievements to advance sustainability, equity, and long-term outcomes. Leveraging synergies across its three pillars, the organization is well-positioned to support the Maldives in achieving a development trajectory that is resilient, inclusive and transformative.

3.2.2 External Coherence

Externally, the CPD has demonstrated robust alignment with the Maldives' national development priorities, the United Nations Sustainable Development Cooperation Framework (UNSDCF), and the Maldives Strategic Action Plan (SAP). These frameworks serve as the foundation for aligning UNDP's interventions with national and international goals, ensuring that its programming remains both contextually relevant and globally consistent.

The CPD interventions are tailored to support the Maldives' key development objectives, including economic diversification, climate resilience, governance reforms, and social inclusion. By directly

addressing these priorities, UNDP plays a pivotal role in enabling the Maldives to navigate complex challenges, such as fiscal constraints, climate vulnerability, and capacity gaps in governance structures.

The CPD support for initiatives like the Integrated National Financing Framework (INFF) exemplifies its alignment with national efforts to achieve sustainable development by linking fiscal policy and resource mobilization with strategic development objectives. Similarly, UNDP's work in disaster risk management, particularly the operationalization of the Disaster Damage and Loss Data (DALA) Platform, directly supports the Maldives' focus on building resilience against climate-related risks.

Furthermore, the CPD reflects and reinforces the Maldives' international commitments, including:

- **The Paris Agreement:** By supporting initiatives to reduce greenhouse gas emissions and transition to renewable energy, such as the deployment of electric buses and hybrid vessels, the UNDP contributes to the Maldives' pledge for a 33% renewable energy mix by 2028 and achieving net-zero emissions by 2030.

- **The SAMOA Pathway:** As a Small Island Developing State (SIDS), the Maldives faces unique vulnerabilities. UNDP's focus on ecosystem-based adaptation, sustainable waste management, and community-led conservation aligns with the SAMOA Pathway's call for tailored solutions to address SIDS-specific challenges. In addition, UNDP's active engagement with civil society and local councils has further reinforced its external coherence.

Complementarity and Harmonization

UNDP has collaborated extensively with bilateral and multilateral donors, civil society, and private sector stakeholders to harmonize efforts and foster complementarity. These partnerships have ensured a unified approach to tackling systemic challenges and have avoided duplication of efforts. For instance, the partnership with the **Capital Market Development Authority (CMDA)** has supported the development of sustainability reporting frameworks, addressing gaps that other development actors have not fully addressed. While Initiatives such as the **Disaster Damage and Loss Data (DALA) Platform**, implemented in collaboration with the **National Disaster Management Authority (NDMA)**, exemplify how UNDP has added value by introducing innovative tools for disaster risk management. This platform aligns with national priorities while complementing ongoing disaster risk reduction efforts led by local and international actors. Moreover, efforts to avoid duplication are evident in UNDP's collaborative approach to project implementation. By engaging with existing platforms and aligning its work with ongoing initiatives, such as the **Maldives Blue Economy Framework**, UNDP has ensured that its interventions build on and strengthen existing efforts rather than replicate them.

Partnerships, Coordination and Alignment

Strategic partnerships have played a crucial role in UNDP's work in the Maldives, driving both financial resource mobilization and policy coherence. Collaborations with governments, donors, and other stakeholders have been key in diversifying funding sources and enhancing the impact of interventions. Partnerships with bilateral donors such as Japan, the UK, and Australia have been particularly instrumental in supporting initiatives focused on livelihoods, climate resilience, and governance. Feedback from donors during the Mid-Term Review (MTR) provided valuable insights and raised important concerns from Japan, the United Kingdom (UK), and Australia, offering a comprehensive assessment of progress and highlighting areas for improvement in donor-funded projects.

- Japan emphasized its focus on decentralization, economic diversification, and governance reforms. One notable example was Japan's support for the PDSAE project, which included funding for an agricultural laboratory, aligning with Japan's broader development goals. However, Japan expressed concerns about the Government's shift toward centralization, which conflicts with Japan's decentralization agenda. In addition, inefficiencies in the PDSAE project were flagged, particularly regarding delayed construction and underutilized equipment, leading to wasted resources. Japan recommended better alignment with the Government's evolving

priorities and improving coordination to avoid misalignment, alongside ensuring more transparent reporting and frequent updates.

- The UK commended UNDP's work under the CSSF fund, especially the success of the Integrated Governance Programmes (IGP 2 and IGP 3), which supported institutional reforms. However, challenges arose in tracking the specific contributions of UK funding within UNDP's integrated programme structure. A key issue noted was the lack of local stakeholder engagement, which diminished the impact of governance reform consultations. The UK recommended greater involvement of development partners during the final stages of CPD formulation to reduce duplication of efforts. Strengthening Monitoring, Evaluation and Learning (MEL) frameworks was also emphasized to ensure better evidence of impact and sustainability.

- Australia highlighted its interest in fostering civic society partnerships to enhance government accountability and citizen engagement. However, gaps in collaboration with marginalized communities were noted, especially due to the absence of a robust civic engagement strategy in governance projects. Australia suggested prioritizing partnerships with civil society organizations (CSOs) and strengthening civic engagement mechanisms, such as citizen forums, to enhance government accountability and ensure long-term sustainability of governance reforms.

While Japan, the UK, and Australia acknowledged the alignment of the CPD with their development priorities, all three donors expressed concerns regarding resource inefficiencies, challenges in tracking expenditures, and the need for stronger CPD engagement. They emphasized redirecting bilateral grant-funded activities toward greater collaboration with local communities and civil society. Looking ahead, donors highlighted the importance of strengthening monitoring, evaluation, and learning (MEL) frameworks, enhancing local ownership of funded projects, and adapting strategies to the Maldives' political context. These measures are essential for ensuring the success and sustainability of future donor-funded initiatives.

On the other hand, UNDP's coordination with government institutions has been a cornerstone of its external coherence. While these strategic collaborations have demonstrated transformative potential, challenges remain as highlighted in the stakeholder consultations.

- The Ministry of Finance (MOF) highlighted key challenges related to external coherence, particularly around inter-agency coordination and resource mobilization. Fragmentation in aid management and overlapping responsibilities between departments have caused delays in projects like bulk medicine procurement and the "Tax for SDGs" initiative. The MOF emphasized the need for clearer prioritization, especially given the proposal of 500 new government projects, which has strained available resources. There is also a significant gap between policy priorities and available budgets, with agencies often needing to justify projects through policy-based arguments. This has underscored the importance of aligning development projects with funding sources and reframing priorities to ensure better resource allocation. The MOF noted that projects that are closely aligned with government policies are more likely to secure funding, which underscores the need for policy-driven approaches in development planning. Additionally, robust financial planning and sustainability, particularly in areas like climate finance and energy, were identified as critical for long-term success. The MOF also observed that decentralized project implementation is most effective when accompanied by clear oversight, as demonstrated in disaster preparedness initiatives, ensuring efficiency and accountability in development outcomes.

- Insights from local government and community stakeholders emphasized the importance of a balanced approach in project design and implementation. Communities highlighted the need for both soft and hard project components, suggesting that each project phase should include tangible outputs, like infrastructure or equipment, to demonstrate measurable results. Strengthening community involvement from the project design stage and establishing focal points on each island to maintain continuous engagement with councils were key recommendations. Stakeholders also called for improved transparency and data sharing, with

local councils needing access to project documents, procurement records, and data for better monitoring. In terms of capacity building, it was suggested that training programmes focus on sustainability and involve local staff recruitment to ensure knowledge retention. Future projects should prioritize visible outcomes, especially infrastructure, and empower local councils with more authority and flexibility to address development needs. Regular consultations with island councils, enhanced monitoring, and better resource management, including a detailed inventory, were also highlighted as important.

- The Ministry of Environment (MOE) provided key insights on the external coherence of ongoing environmental projects, particularly GEF-funded Persistent Organic Pollutants (POPs) initiatives. Challenges include procurement delays, insufficient waste management infrastructure, and difficulties in securing land for waste storage facilities, which have hindered project progress. The MOE emphasized the lack of government action in providing land for waste management, despite previous commitments. Additionally, while UNDP's financial oversight and technical support have been praised, issues with disbursing funds and project design, such as the rushed setup of waste management infrastructure, were noted. Furthermore, the MOE stressed the need for a more robust exit strategy and feasibility studies to ensure long-term sustainability of the projects. Cooperation with UNDP remains crucial, with plans for a new planning exercise to realign strategies. MOE also highlighted the importance of regional collaboration on POPs, as well as emerging projects on healthcare waste management and air quality monitoring. Moving forward, strategic adjustments, clearer land acquisition plans, and enhanced collaboration are needed to address these challenges and ensure the success of environmental initiatives.

- The Parliament highlighted its successful collaboration with UNDP, particularly the Practice Parliament program, which empowered women and youth in the political process. UNDP's support in improving accessibility for people with disabilities was also recognized, with notable achievements including the physical modification of parliamentary buildings. However, resource constraints limited the scalability of some programs. Despite this, the Parliament remains committed to sustainability, involving other political institutions to ensure lasting impact. A suggestion was made to track participants' progress post-program to measure long-term effectiveness and refine future initiatives.

- The Attorney General's Office (AGO) highlighted the establishment of an Office for Human Rights, which helped the AGO fulfil national commitments to international human rights treaties as a key achievement. UNDP also played a critical role in the digital modernization of the legal infrastructure, enhancing access to legal resources through updates to the Maldivian Law website. However, resource constraints were a significant challenge, particularly staffing shortages in the legal department, which impacted the AGO's ability to implement gender-focused initiatives. Despite these limitations, the AGO praised UNDP for its flexibility and long-term support, particularly in navigating political transitions. The recently revised CPD was acknowledged for adapting to changing circumstances and ensuring project relevance. UNDP's provision of consultants, such as one who assisted with treaty reporting, was seen as a key solution to staffing gaps. Nonetheless, AGO representatives emphasized the need for additional support, particularly for the judiciary, to ensure sustained improvements in the legal and human rights frameworks.

- The Department of Judicial Administration (DJA) highlighted the success of digitalizing court infrastructure, supported by UNDP's financial and technical assistance. Key achievements included the introduction of audio and video conferencing in all courts, improving accessibility, and the development of Standard Operating Procedures (SOPs) for sustainable court operations.

- The Judicial Service Commission (JSC) highlighted the success of the Judiciary for Juniors (J4J) programme and Judges Performance Assessment initiative in developing young judicial talent. The partnership with UNDP played a crucial role in implementing the Strategic Action Plan (SAP) for the judiciary, though the JSC called for more resources to ensure sustainability. While UNDP's support in expanding the J4J programme was acknowledged, concerns were raised about limited resources for scaling up. The JSC emphasized the need for stronger monitoring and evaluation mechanisms to ensure long-term impact. Despite these challenges, the

collaboration has improved the JSC's internal capacity, particularly in project management and evaluation, and the JSC is committed to building on this success for future judicial improvements.

Overall, the partnerships and coordination between UNDP and various institutions have proven effective in driving key initiatives such as digitalization, gender equality, and accessibility in political and judicial spaces. While challenges related to resource constraints, scalability, and capacity building remain, these efforts demonstrate UNDP's adaptability in addressing evolving national priorities, as evidenced by its alignment with the Maldives' National Resilience and Recovery Framework. By closely collaborating with key ministries like MoECCT and the Ministry of Finance, UNDP ensures that its projects are not only aligned with government objectives but also support the country's long-term development goals. Furthermore, engagement at the community level, particularly with local councils and Women's Development Committees (WDCs), has bolstered the inclusivity and sustainability of UNDP's initiatives. This collaboration with grassroots stakeholders has enhanced the relevance of UNDP's work, ensuring that interventions in climate adaptation and governance reform resonate with local needs and contribute to lasting impact.

3.2.3 Challenges in Coherence

While UNDP's efforts to maintain both internal and external coherence have been substantial, several challenges have hindered the seamless alignment of its interventions with national and international priorities and the efforts of other development actors. These challenges highlight the complexities of operating within the Maldives' unique socio-political and environmental context.

- **Coordination Gaps Among Stakeholders:** Despite efforts to align with national priorities and the UNSDCF, coordination among stakeholders, including government agencies, civil society organizations (CSOs), and international partners, remains inconsistent. Key barriers include fragmented institutional responsibilities and overlapping mandates between government entities, such as local councils and national ministries, which have occasionally led to delays and inefficiencies in project implementation. Limited data sharing and inconsistent reporting mechanisms between stakeholders have also made it challenging to harmonize efforts and measure progress collectively.
- **Delays in Partner Engagement:** UNDP has faced challenges in securing timely engagement from key partners, particularly government counterparts. Reasons include the change in government administration in 2023 introduced shifts in priorities and policy directions, requiring UNDP to adapt its strategies and re-establish partnerships with new decision-makers. Limited technical and human resource capacity in some government agencies has further delayed the execution of key interventions and reduced their effectiveness.
- **Funds Requirements** The reliance on vertical funding mechanisms, such as project-specific grants from donors like the Green Climate Fund (GCF), has constrained UNDP's ability to implement long-term, integrated programmes. Many funding streams come with strict conditions and reporting requirements, limiting flexibility and adaptability to local needs. Delays in grant disbursements have created resource bottlenecks, particularly for large-scale projects requiring multi-stakeholder coordination.
- **Geographic Dispersion and Logistical Challenges:** The Maldives' dispersed geography, with its 1,192 islands, presents unique logistical challenges that impede coherence. As such, reaching communities in remote atolls is resource-intensive, making it difficult to ensure consistent engagement and alignment with local needs. Variability in capacity and resources among island councils also hinders the uniform implementation of national and international priorities.
- **Political and Policy Shifts:** Frequent changes in political leadership and policy directions, particularly following the 2023 presidential elections, have affected coherence through rapid shifts in governance focus—such as the current emphasis on infrastructure and nationalism— requiring UNDP to adjust its programming, sometimes delaying project timelines. Similarly, newly introduced policies may not always align with the frameworks under which UNDP's projects were initially designed, creating mismatches in objectives and timelines.

- **Data and Monitoring Limitations:** Effective coherence relies on robust data systems to inform decision-making and track progress. However, challenges in the Maldives include lack of integrated data platforms across ministries and agencies has limited the ability to assess the collective impact of interventions. Variability in the accuracy and timeliness of data reporting has hindered evidence-based planning and evaluation.

3.3 Efficiency

The evaluation of programme delivery efficiency highlighted the CO's strategic focus on delivering value for money while addressing the challenges of operating within a middle-income context. By the second quarter of 2024, the team had mobilized **$4.5 million**, showcasing strong resource optimization and cost-effectiveness. However, areas for improvement were noted, particularly in management structures and monitoring systems. An organizational review by RBAP in 2023 further emphasized the need to streamline the operational model to ensure cost-effective support in achieving the SDGs. As such, the evaluation highlighted several key sub-findings:

- **Portfolio Approach in Governance:** UNDP Maldives has continued to implement a 'portfolio approach' to enhance its Integrated Governance Programme, which has been in place since 2013. This is a good practice for the other two pillars. As the programme progresses into its third phase, the governance portfolio has grown significantly, expanding its offerings in access to justice, digital transformation of the judicial system, legislative reform, inclusion, and gender equality. This has led to successful resource mobilization, including a $5.2 million project, *Accountability and Integrity Matters*, funded by the EU. Additionally, the portfolio has strengthened partnerships with Parliament's Secretariat, the Attorney General's Office, Australia, and the United Kingdom. In 2024, UNDP further adopted a systemic approach by consolidating and realigning SDG financing across multiple projects, including the Climate Finance Network, the Biodiversity Finance Initiative, and the Maldives Resilient Reef Ecosystem project. This approach resulted in tangible outcomes, such as securing £400,000 from FCDO to develop a blended finance loan scheme and incubator for blue economy MSMEs, and $250,000 from the Joint SDG Fund for market-based financing instruments to support the energy transition in the Maldives.
- **Resource Mobilization and Leveraging External Funding:** The CPD's effectiveness in mobilizing and efficiently utilizing resources is a strong indicator of its value for money. By mid-2022, the Country Office (CO) achieved a 45% delivery rate, amounting to $12 million in mobilized funds. This was particularly impressive considering the challenges of securing funding in an upper-middle-income country like the Maldives. The program also succeeded in leveraging external funding, including $1.1 million from innovative financing mechanisms and exceeding targets for Government Cost Sharing (GCS) and private sector contributions, which totalled $8 million.
- **Evidence of Value for Money:** The ability to double GCS contributions from $4 million to $8 million highlights cost-effective fund generation, minimizing the need for additional donor resources. The strategic focus on private sector partnerships demonstrates an effort to diversify funding sources and improve financial sustainability.
- **Efficiency in Delivery and Achievement of CPD Outcomes:** The CPD's allocation of resources in 2022 and 2023 reflected a focus on ensuring that funds were utilized efficiently to achieve desired outcomes. For instance, $12.4 million was allocated across various programme pipelines, with funds strategically allocated to areas where they would have the most significant impact.
- **Delivery Targets vs. Resource Availability:** In 2020, delivery targets were $3.5 million below available resources, indicating inefficiencies in fund allocation while in 2021, the gap decreased to $2.9 million, showing some progress but still undershooting available resources. In 2022, the gap widened again to $4.7 million, suggesting that while the program mobilized funds, a more efficient use of resources was needed.
- **Evidence of Cost-Effectiveness:** The CPD's strategic plan was to utilize $12.5 million in 2023, with the possibility of increasing this amount to $13.7 million, reflects a continued effort

to ensure that available resources are used effectively. This also shows adaptability to changes in government priorities.
- **Budget and Expenditure Overview (2019-2024):** A review of the CPD's budget allocations and expenditures reinforces the emphasis on cost-effectiveness in resource utilization. Key outcomes reflected the strategic allocation of funds:

    - **Outcome 1**: Expenditures grew to $2.55 million in 2023, with a total of $6.43 million allocated over the period from 2022 to 2024, underscoring the consistent allocation of resources to high-impact areas.
    - **Outcome 2**: The largest allocation of over $20.5 million spent from 2022-2024 demonstrates a prioritization of critical areas with substantial impact.
    - **Outcome 3**: Although the budget was smaller, $1.39 million was allocated efficiently to ensure the delivery of specific niche activities. The CPD also exhibited flexibility in addressing emerging needs, with $16.08 million in unclassified expenditures, showing an ability to respond quickly and efficiently to new opportunities.

    The steady growth in expenditures across outcomes and strategic use of unclassified funds highlight the CPD's ability to maximize impact with available resources. The focus on high-return investment areas further demonstrates the cost-effective delivery of programme goals.

- **Management Structures and Efficiency:** The CPD's management structures, as highlighted in the MTR and supported by the 2023 restructuring exercise conducted by RBAP, have been largely effective but leave room for improvement. Key recommendations include the establishment of functional committees and the regular convening of strategic meetings, which have enhanced operational efficiency. However, there is still a need for clearer staff roles and more robust monitoring systems, as noted in the RBAP assessment of 2022.
- **Monitoring and Evaluation Systems and Cost Efficiency:** M&E systems in the CPD have played a role in efficient project management, maintaining a Monitoring and Evaluation Ratio (MER) below 10%. While this demonstrates effective use of resources, the evaluation found that gaps in data collection and lack of quantitative results hindered the program's ability to fully measure the impact of interventions. The team also observed need for overarching monitoring capacity to support the DRR in assessing cross pillar sectoral program effectiveness.

Building on these findings, the subsequent sections will provide a detailed analysis of budget and expenditure, monitoring and evaluation processes, organizational structure, and operational efficiency.

3.3.1 Financial Analysis

The financial analysis of the Country Programme Document (CPD) reveals key insights into spending trends and resource allocation priorities. The findings are based on expenditure by outcome area from 2019 till 2024. In general, the grand total expenditure of $44,456,900.33 shows significant investment across all outcomes, with Outcome 2 accounting for almost half of the total budget. Looking at annual trends, 2019 and 2024 have the lowest expenditures, likely indicating project initiation and completion phases. The peak expenditure years are 2021 and 2023, suggesting major activities or milestones were planned and executed during these years.

Table 8 Expenditure by Period and Outcome

	Sum of Total Consumption							
	2019	2020	2021	2022	2023	2024	(blank)	Grand Total
OUTCOME1	1,083,347.62			2,059,755.38	2,549,790.14	737,280.84		6,430,173.98
GEN1				435,455.43	626,784.96	26,940.79		1,089,181.18
GEN2				1,368,451.37	1,182,370.26	632,390.14		3,183,211.77

GEN3				255,848.58	740,634.92	77,949.91		1,074,433.41
	1,083,347.62							1,083,347.62
OUTCOME2	8,324,509.51			5,088,986.35	4,656,361.47	2,487,045.96		20,556,903.29
GEN1				3,065,782.64	5,334.04			3,071,116.68
GEN2				2,023,203.71	4,651,027.43	2,487,045.96		9,161,277.10
(blank)	8,324,509.51							8,324,509.51
OUTCOME3				685,117.60	395,983.98	307,307.97	-	1,388,409.55
GEN1				518,140.43	351,594.35	307,307.97		1,177,042.75
GEN2				166,977.17	44,389.63			211,366.80
(blank)							-	-
(blank)	25,544.59	7,017,556.10	8,077,136.72		909,114.29	49,868.91	2,192.90	16,081,413.51
GEN2					909,114.29	49,868.91		958,983.20
(blank)	25,544.59	7,017,556.10	8,077,136.72				2,192.90	15,122,430.31
Grand Total	9,433,401.72	7,017,556.10	8,077,136.72	7,833,859.33	8,511,249.88	3,581,503.68	2,192.90	44,456,900.33

Summarizing the outcome level observations:

Outcome 1 (6,430,173.98, ~14% of total)

- **Expenditure Trends**:
  - The highest spending was in **2021** ($2,059,755.38) and **2022** ($2,549,790.14), aligning with the middle project cycle, which often focuses on implementation and scaling.
  - Spending in **2023** (737,280.84) decreased significantly, possibly indicating the wrap-up of activities.
- **Breakdown by GEN**:
  - **GEN2** ($3,183,211.77) accounts for the majority, showing it supported a critical component of this outcome.

Outcome 2 (20,556,903.29, ~46% of total)

- **Expenditure Trends**:
  - Spending is highly concentrated in the **initial phase (2019)** with $8,324,509.51, suggesting foundational work like capacity building or infrastructure development.
  - Expenditure remains consistent from **2021 to 2023**, with smaller but steady spending, reflecting sustained implementation.
- **Breakdown by GEN**:
  - **GEN2** ($9,161,277.10) and **GEN1** (3,071,116.68) are significant contributors. GEN2 appears to focus on continuous implementation.

Outcome 3 ($1,388,409.55, ~3% of total)

- **Expenditure Trends**:
  - Spending is modest and starts only in **2021**, suggesting this outcome is focused on smaller or demonstration-scale activities.
  - Expenditure decreases over time, likely signalling activity completion by **2023**.

- **Breakdown by GEN**:
    - **GEN1** ($1,177,042.75) dominates, indicating concentrated effort in its area of focus.

Unspecified Outcome ($16,081,413.51, ~36% of total):

- **Expenditure Trends**:
    - Spending is concentrated in **2020** and **2021** with $7,017,556.10 and 8,077,136.72, respectively, likely tied to preparatory work or activities not yet allocated to a specific outcome.

Looking at outcome level trends, outcome 2 emerges as the primary focus, accounting for 46% of the total budget, underscoring its centrality to the CPD's objectives. The core implementation phase peaked between 2021 and 2023, reflecting substantial spending across all outcomes during this period.

Outcome 3, by contrast, received only 3% of the budget, suggesting its role as a supplementary area or a pilot for emerging initiatives. A notable observation is the substantial proportion of unspecified spending, amounting to approximately 36% of the total budget ($16,081,413.51). This highlights the need to reassess categorization practices and ensure alignment between expenditures and defined outcomes.

Encouragingly, the analysis reflects a commendable focus on gender-responsive allocations, with investments under GEN1 and GEN2 demonstrating a commitment to gender equity. However, further evaluation is needed to confirm the impact of these contributions and their alignment with programmatic goals.

Recommendations

- **Review Unspecified Expenses**: Conduct a thorough analysis of activities categorized as unspecified to confirm alignment with CPD objectives and enhance transparency in financial reporting.
- **Strengthen GEN Contributions**: Evaluate the effectiveness of gender-focused spending (GEN1 and GEN2) to ensure these allocations deliver the anticipated outcomes and reinforce gender equity goals.
- **Optimize Low-Expenditure Outcomes**: Examine the performance of Outcome 3 to determine whether its modest resource allocation has achieved the intended results and to identify potential areas for scaling or adjustment.
- **Forecast Final Year Spending**: Develop a detailed financial projection for the remaining implementation period in 2024 to ensure resources are effectively utilized and aligned with the CPD's strategic priorities.

3.3.2 Financial Mobilization and Risk Analysis

- As of the end of 2022, $10.2 million of the planned $51 million CPD budget had been mobilized, leaving a significant funding gap of $40.8 million to be secured over the next four years. This gap highlights the critical need for strategic financial planning and intensified efforts to diversify funding sources. Evidence from the 2023 restructuring exercise shows that third-party cost-sharing and vertical funds, which contributed 46% and 20% of the total mobilized funds, respectively, were instrumental in bridging the funding gap. However, heavy reliance on these sources introduces risks, particularly given shifting donor priorities and global economic uncertainty.

- The findings also identified opportunities to expand funding streams through innovative mechanisms, such as private sector partnerships and performance-based financing. Demonstrating early programme achievements will be critical for attracting additional investments and ensuring continued donor confidence. The restructuring exercise emphasized that directing resources toward

high-impact areas could help the CPD maintain momentum and deliver visible results, further strengthening its position to secure additional funding.

3.3.3 Monitoring and Evaluation Processes

The Monitoring and Evaluation (M&E) framework underpinning the UNDP Maldives Country Programme (2022–2026) reflects the organization's commitment to evidence-based planning, tracking progress, and ensuring accountability in achieving development outcomes. The M&E system for the intervention was built on the principles of Results-Based Management (RBM), Theory of Change (ToC), and the Gender Mainstreaming Framework (GMF), providing a structured and strategic approach to measuring progress. Key features of the M&E design include:

- **Integration with Strategic Frameworks:** The M&E framework aligns closely with the UNDP Strategic Plan (2022–2025), the United Nations Sustainable Development Cooperation Framework (UNSDCF), and the Maldives Strategic Action Plan (SAP). This ensures that indicators and metrics are relevant to both national and international priorities. Specific targets were defined under the CPD's three pillars, linked to output and outcome indicators. These include measurable indicators for sustainable livelihoods, climate resilience, and anticipatory governance.
- **Focus on Gender and Social Inclusion:** The M&E framework incorporated gender-sensitive and socially inclusive indicators, aiming to assess progress in empowering women, youth, and marginalized groups. Data was disaggregated by gender and other socio-demographic factors to provide deeper insights into equity and inclusivity.
- **Data Collection Tools and Methodologies:** Mixed methods (quantitative and qualitative) were utilized, combining desk reviews, stakeholder consultations, field visits, and surveys to capture diverse perspectives and robust data.

While the M&E design was comprehensive, its implementation revealed notable challenges.

- While the M&E system was seen to be moderately responsive to contextual shifts, such as the political changes in 2023 and the ongoing fiscal challenges delays in adjusting indicators and targets to align with new government priorities highlighted a need for greater agility.
- The lack of integration between the key pillars hindered the measurement of interconnected outcomes, weakened the ability to track progress against multi-dimensional objectives.
- Monitoring practices were further fragmented by a decentralized oversight model, where project teams managed their own components. This arrangement led to inconsistent monitoring approaches and delayed issue identification, as periodic reporting was the only mechanism connecting individual project efforts to the central office.
- Reliance on national systems for performance data also introduced variability in reporting, as these systems lacked standardized tools, creating challenges in data quality and reliability.
- The original framework's focus on output-level indicators (e.g., number of workshops or policies) rather than outcome- or impact-level indicators hindered the program's ability to assess progress toward strategic, long-term goals.
- Digital tools like POCOMAS, though introduced, were inconsistently applied, leading to reporting gaps and underscoring the need for better integration.

Furthermore, the 2023 restructuring exercise offered critical insights into programme implementation and oversight processes.[2] The restructuring findings highlighted the program's adherence to maintaining monitoring and evaluation (M&E) resources (MER) at below 10% of the overall budget. This ensured that a minimal portion of resources was allocated to monitoring, maximizing resource allocation for implementation. Despite this lean allocation, the restructuring exercise emphasized the importance of strengthening the M&E system to enhance results tracking and support informed

---

[2] 2023 Maldives RBAP office Restructuring Exercise

decision-making. One of the most significant findings was the lack of clarity in staff roles, particularly the overlap between implementation and oversight responsibilities. This duality created inefficiencies and diluted accountability. For instance, program officers were often engaged in both implementation and monitoring, which conflicted with their oversight duties. Similarly, weaknesses in tracking audit recommendations, particularly for implementing partners, highlighted a lack of systematic follow-up mechanisms. Risk management practices and milestone tracking, particularly for GEF-funded projects, were also identified as areas requiring improvement. In this way, weak monitoring of risks and delays in milestone tracking negatively impacted project delivery timelines. Strengthening the M&E framework within the MER threshold of 10% remains essential to enhance results tracking, decision-making, and program effectiveness while maintaining cost-efficiency.

3.3.4 Organizational Structure and Operational Efficiency

The 2023 restructuring exercise included an organizational review that highlighted both strengths and areas for improvement. A key recommendation was the establishment of a dedicated Monitoring and Programme Oversight (MPO) which is expected to streamline decision-making, improving operational efficiency and contributing to better cost management. Clarifying staff roles and responsibilities, particularly by separating implementation from oversight functions, was deemed critical to improving operational effectiveness. Enhanced project management processes are anticipated to reduce redundancy and better direct resources toward high-value activities.

The review identified significant operational inefficiencies in procurement, with a high percentage of low-value transactions being handled manually, leading to delays. The continued use of manual cheque payments further underscored the need for modernization, prompting recommendations to adopt electronic banking systems.

To streamline processes, the review emphasized automating low-value transactions and establishing long-term agreements (LTAs) to reduce administrative burdens. Transitioning to electronic banking systems was highlighted as essential for mitigating risks and enhancing financial efficiency. Additionally, strengthening the communications team and allocating resources to strategic partnerships were identified as priorities for improving program outreach and donor engagement.

Overall, while the programme demonstrated commendable efficiency in mobilizing and utilizing resources, there is a clear need to strengthen management structures, monitoring systems, and oversight mechanisms. Addressing operational inefficiencies, enhancing role clarity, and integrating digital tools will be critical to improving the program's cost-effectiveness and achieving its strategic goals. Furthermore, proactive adjustments to the financial strategy, including diversifying funding streams and targeting high-impact areas, will be essential for bridging the funding gap and ensuring the CPD's long-term success.

3.4 Effectiveness

The evaluation looked at the effectiveness of the CPD and its supporting projects looking at UNDP's contributions to results and outputs across all pillars against output level indicators.

Table 9 Overview of Results Tables

Pillar 2: Sustainable Natural Resource Management and Climate Resilience					
Output	Indicator	Baseline	Target	Results Achieved	Comments
2.1 Enabling environment for carbon footprint reduction	2.1.1 Number of sectors integrating sustainable practices	0	7	5	Yellow - Progressing well but slower than expected. Five sectors have integrated sustainable practices... Further policy development and implementation support are required for complete integration.

	2.1.2 % of government sectors prioritised in NDCs	0%	100%	80%	Yellow - Substantial progress. Although 80% of the sectors have been prioritized, the fiscal condition of the government presents risks for future success. Continuous advocacy for policy alignment and resource mobilization is essential.
2.2 Government capacities enhanced for DRM and climate adaptation	2.2.1 Number of councils with development plans incorporating strategies	10	60	45	Yellow - Good progress. While 45 councils have incorporated development plans, additional efforts are needed to meet the target of 60. Focus on strengthening local governance capacity can accelerate this process.
	2.2.2 Frequency of early warning alerts and climate information	Non-existent	Annual	Annual reports established	Green - Target achieved. Annual reports and weather alert systems are now established. Continuous improvements in accuracy and timely dissemination should be prioritized to enhance preparedness.
2.3 Strengthened policies for sustainable management of water and waste	2.3.1 Existence of regulatory frameworks for waste management	No	Yes	Yes	Green - Target achieved. With regulatory frameworks in place, the focus should now shift towards effective enforcement and ensuring widespread adoption of sustainable waste management practices.
	2.3.2 Number of islands practicing sustainable waste and water management	12	52	50	Yellow - Near target. The integration of 50 islands is commendable, but more attention is needed on managing groundwater resources and expanding the use of renewable energy across the islands.
2.4 Increased engagement of civil society on climate action	2.4.1 Number of civil society organizations implementing localized programmes	77	152	140	Yellow - Strong progress. With 140 organizations engaged, the target is nearly met. Continued efforts to include more marginalized communities should be prioritized to fully meet the target.
	2.4.2 % of local councils with community education programmes for climate action	N/A	20%	15%	Yellow - Progressing well. While 15% of councils have implemented programs, improved data collection and monitoring systems are needed for more effective assessment and expansion of these programs.

Pillar 3: Anticipatory and Accountable Governance					
Output	**Indicator**	**Baseline**	**Target**	**Results Achieved**	**Comments**
3.1 Government capacities strengthened for planning and implementing policies	3.1.1 Extent of alignment of local development plans with NDP	NDP not in place	Full alignment	Partial alignment achieved	Yellow - Moderate progress. While partial alignment has been achieved, further efforts are needed to fully integrate local development plans with the National Development Plan.
	3.1.2 Number of financing frameworks developed	0 (National and Island)	1 (National); 20 (Island)	1 (National); 15 (Island)	Yellow - Progressing well. Development of 1 national framework and 15 island frameworks shows good progress. Additional efforts should be focused on the remaining island frameworks and ensuring they align with national priorities.
3.2 Strengthened government capacities for development results	3.2.1 Number of entities with improved data capacities	15	35	30	Yellow - Good progress. Ongoing work on the National Digital Readiness Assessment is crucial for meeting the target.
3.3 Enhanced rights-based laws, policies, and systems	3.3.1 % of people reached by human rights and social inclusion outreach programmes	N/A	75%	50%	Yellow - Progressing well. Although 50% of the target has been reached, further outreach and engagement strategies are necessary to ensure broader impact.
	3.3.2 % of people with increased access to legal, justice, and protection services	TBD (Baseline under assessment)	50%	40%	Yellow - Progressing well. 40% of the target has been achieved, but increased efforts, particularly in rural and remote areas, are necessary to meet the goal.
3.4 Inclusive civic space and effective participation of citizens	3.4.1 Proportion of women contesting in local and parliamentary elections	To be determined	40%	11%	Orange - Progressing but further effort needed. The low proportion of women contesting elections indicates significant gaps. Advocacy campaigns and capacity-building for women leaders are needed to close this gap.
	3.4.2 Number of at-risk individuals reached through social cohesion interventions annually	85 (2020)	1,000 (15% disability, 15% youth at risk, 50% women)	192	Orange - Further effort needed to meet targets. Outreach to at-risk individuals has been limited, with only 192 reached. Expanded outreach and improved targeting are critical to meeting the goal.

The results table reflects a generally positive performance, with 67% of indicators progressing well and 21% achieving their targets. However, 12% of the indicators still need attention. While significant progress is evident across many areas, challenges remain, particularly concerning resource constraints, departmental stress, and reduced grant availability. These challenges are most pronounced in areas such as NGO and government capacity building, alignment with development plans, and civic engagement. Overall, the programme is advancing well but will require focused efforts to overcome the remaining obstacles and ensure continued success.

The subsequent sections provide further details of the results and challenges within each pillar.

3.4.1 Pillar 1: Inclusive, Sustainable, and Thriving livelihoods

Efforts under Pillar 1 has made significant progress in enhancing government capacities and promoting economic diversification through strategic initiatives and supporting projects summarized as follows.

- Development of the Maldives' first **Sustainability Reporting Framework** for listed sectors in collaboration with the CMDA. This policy supports private sector growth and promotes innovation in sustainability practices.
- Launch of **Inclusive Insurance and Risk Financing Diagnostic Report** offering valuable insights into the Maldives' insurance landscape, leading to partnerships with the Maldives Monetary Authority (MMA) to develop new insurance regulations. These efforts support innovation in risk financing and enhance private sector resilience. This initiative is strategically important as it fosters private sector engagement in insurance shifting aware from disaster financing through public funds.
- Efforts to reform the tax code under **Tax for SDGs** to attract foreign investments and enhance tax compliance are advancing inclusive economic growth and strengthening private sector participation.
- Support to the Local Government Authority (LGA) in creating tools to attract investments and diversify fiscal space including a digitalization workstream, which supports the Maldives Inland Revenue Authority in better profiling risks and enhancing tax compliance.
- **Project for Developing Sustainable Agricultural Economy (PDSAE)**, faced challenges in implementation due to procurement issues, stemming from the limited vendor market in the Maldives. Nonetheless, the project has made strides in delivering solar-backed cold storage units and constructing fuel-efficient hybrid marine vessels. Reprogramming activities are underway to address delays, including the construction of a laboratory facility and the farm-to-plate initiative.
- **Global Fund for Coral Reefs (GFCR)** project, although delayed due to the presidential election, is making progress. Capacity enhancement grants for nature parks and small grants for coral-positive blue economy initiatives are underway. UNDP is focusing on improving procurement strategies and providing capacity-building for stakeholders to sustain project progress.

Despite notable advancements, challenges persist particularly, the impact of elections, misalignment between the UNDP's CPD cycle and election years, and coordination issues have disrupted long-term planning and project continuity. The findings of the evaluation highlighted both achievements and areas requiring attention.

Table 10 Pillar 1: Overview of Inclusive Sustainable and Thriving Livelihoods Expected Results

Output 1.1. Government capacities strengthened to formulate and implement policies that promote economic diversification and facilitate private sector engagement and investment.

Indicator 1.1.1: Number of policies implemented to support inclusive livelihoods, private sector growth and innovation. [SPIRRF-4.2.2]

Baseline: 0; *Target: 2;* *Source: MED, CSC;* *Frequency: Annually*

Indicator 1.1.2: Status of implementation of BCC's Strategic Action Plan for MSME development [SPIRRF-1.3]

Baseline: Action plan developed;   Target: Action plan fully operationalized; Source: BCC; Frequency: Annually

---

Output 1.2. Innovative development solutions ensure inclusive and meaningful livelihoods, contributing to Blue, Green and Digital value chains for sustainable economic growth.

Indicator 1.2.1: Number of partners applying innovative, data-driven solutions and inclusivity criteria to ensure meaningful livelihoods for all. [SPIRRF-E.2.2]

Baseline: 0; Target: 15 (Ministries (5), Island Councils (5), CSOs (3), Private sector (1), Academia (1)); Source: MED, MOF;   Frequency: Annually

Indicator 1.2.2: Number of new enterprises contributing to lucrative value chains in blue, green and digital economies. [SPIRRF-4.1.1]

Baseline: 0;   Target: 2000, (70% led by women, youth, recovering addicts, PWDs); Source: UN, MOT, AgroNat, Polytechnic, MED and Schools;   Frequency: Mid-term evaluation

Output Level Findings

Output 1.1 Strengthened Government Capacities for Economic Diversification and Private Sector Engagement

Indicator 1.1.1: Number of Policies Implemented to Support Inclusive Livelihoods, Private sector growth, and Innovation.

- Stakeholders acknowledged the diverse project portfolio under the INFF umbrella and its achievements in fiscal reforms, such as tax reforms, which have positively impacted the financial landscape. However, concerns were raised about the limited focus on private sector investments and support for SMEs, particularly in rural areas. They emphasized the need for a more comprehensive, ecosystem-based approach at the local level to drive inclusive economic growth. While progress in fiscal policies, including the establishment of the INFF, was recognized, stakeholders highlighted the importance of ensuring these developments translate into sustainable livelihoods across the entire archipelago, beyond the capital, Male. Equitable resource distribution and opportunities are viewed as critical for long-term success.

Indicator 1.1.2: Status of the Business Center Corporation (BCC) Strategic Action Plan for MSME Development

- The evaluators nod at potential weakness in design of the CPD with current indicators for monitoring progress tied to specific entity as with the case with BCC's Strategic Action Plan. With the BCC's mandate under review by the new government, tracking and monitoring progress has become challenging. Additionally, while numerous initiatives are outlined, the full operationalization of the action plan has not been adequately addressed. The evaluator recommends establishing more detailed tracking and reporting mechanisms for the action plan's milestones to provide clearer insights into progress.

Output 1.2: Innovative Development Solutions for Inclusive Livelihoods

Indicator 1.2.1: Number of Partners Applying Innovative, Data-driven Solutions and Inclusivity Criteria

- Stakeholders emphasized the critical role of innovative solutions in advancing inclusive livelihoods, particularly praising achievements in agricultural projects. However, they identified procurement limitations and a constrained vendor market as significant challenges. They underscored the importance of fostering stronger local partnerships and enhancing resource mobilization to address these barriers. Expanding the vendor market's capacity and strengthening collaboration with local stakeholders are seen as vital steps to improving the project's overall effectiveness and scalability.

Indicator 1.2.2: Number of New Enterprises Contributing to Lucrative Value Chains in Blue, Green, and Digital Economies

- While notable initiatives have been implemented, gaps in documentation remain, particularly in tracking the number of partners adopting innovative solutions. Additionally, progress in enterprise creation has not been adequately reported, limiting the ability to assess the impact of these efforts. The evaluator emphasizes the need for comprehensive tracking and transparent reporting on partner engagement and enterprise establishment to present a clearer and more accurate picture of achievements and progress in these areas.

Overall Findings

Pillar 1 shows mixed results, with significant progress in research and policy formulation but ongoing challenges in implementation and resource mobilization. Future efforts must focus on securing adequate resources and addressing political and administrative barriers to fully realize the potential of the initiatives under this pillar. Notable achievements include the development of the Integrated National Financing Framework (INFF), which has created a comprehensive financing map and advanced projects in climate finance and tax reforms. Key partnerships with government agencies, such as the Central Bank and the Capital Market Development Authority (CMDA), have been instrumental. Additionally, the Government's endorsement of the UNDP Gender-responsive Climate Financing Strategy has further strengthened the pillar's impact. Achievements in sustainable practices include the successful delivery of solar-backed cold storage units and progress on constructing fuel-efficient hybrid marine vessels, which are contributing to sustainable agriculture and improved livelihoods.

However, several challenges have hindered the full realization of Pillar 1's potential:

- Disruption from Frequent Elections: Elections disrupt the continuity and consistency of policy implementation and strategic planning. Each election resets the planning cycle, undermining the momentum of ongoing initiatives and complicating long-term objectives.
- Capacity and Data Constraints: At various levels, limited capacity and inadequate data collection and analysis impede effective planning and decision-making. Strengthening these areas is essential for informed decision-making and smoother implementation.
- Coordination Challenges: Effective project implementation is often hampered by coordination difficulties among stakeholders. Variations in project management frameworks, such as DIM and NIM, create inconsistencies in procurement processes and project timelines, leading to delays and inefficiencies.

3.4.2 Pillar 2: Sustainable Natural Resource Management and Climate Resilience

Efforts under Pillar 2 has made notable progress in advancing sustainable natural resource management and climate resilience in the Maldives, supported by several key initiatives summarized as follows.

- GCF Water Project funded by the Green Climate Fund (GCF) and supported by UNDP, concluded successfully after seven years, greatly improving water security for communities while stimulating local economic activities. This project also led to the enactment of the Water and Sanitation Act 2020, mandating renewable energy for all water production.

- Renewable energy integration initiatives included establishment of new policies that support renewable energy adoption, creating a robust policy framework to drive the transition to clean energy, the installation of solar-powered cold storage units in the agriculture sector and the deployment of 67 electric vehicles for healthcare and waste management. These efforts support the Maldives' target of achieving a 33% renewable energy mix in electricity generation by 2028.

- Ecosystem-based approaches were advanced through the establishment of the Maldives' first Community Conserved Area (CCA) in Laamu Hithadhoo, promoting sustainable resource management and community-led conservation.

- In the area of waste and hazardous chemicals management, UNDP supported the construction of healthcare waste management facilities and the establishment of the Addu Interim Hazardous Waste Management Facility, while also working on the safe disposal of hazardous materials under the GEF-6 project.

- Developed and operationalized the Disaster Damage and Loss Data (DALA) Platform, enhancing the country's ability to collect and analyse disaster-related data, which strengthens disaster preparedness and resilience planning.

- The PDSAE project in the agriculture sector introduced solar-powered cold storage units and a fuel-efficient marine vessel for agricultural shipping, improving sustainability and reducing carbon emissions.

- In the transport sector, the Climate Promise 2 project established electric vehicle charging stations in Malé and deployed low-emission vehicles for waste and healthcare transport. The Coca-Cola Foundation Project also introduced electric and low-emission vehicles in Greater Malé.

- The "Reimagining Tourism" project funded renewable energy projects through council grants, supporting the integration of sustainability within the tourism industry.

Despite the notable progress made in Pillar 2, several challenges hindered the full realization of its potential. Coordination difficulties and political instability, particularly following changes in government, led to delays in project implementation, as seen in the Global Fund for Coral Reefs project. Additionally, limited technical capacity in data collection and regulatory bottlenecks slowed progress in critical areas like waste management and ecosystem-based approaches. Fiscal policy restrictions further complicated decision-making and delayed the execution of key initiatives. To address these challenges, strengthening technical capacity, improving coordination, and streamlining regulatory processes will be essential for accelerating the implementation of climate resilience projects.

Table 11 Pillar 2: Sustainable Natural Resource Management and Climate Resilience Expected Results

Output 2.1. Enabling environment and multi-sector engagement for carbon footprint reduction in priority sectors Indicator 2.1.1: Number of sectors integrating and implementing gender-sensitive sustainable practices, policies and strategies [SPIRRF-1.1.2] *Baseline: 0; Target:* 7; *Source: MoECCT; Frequency: Annually* Indicator 2.1.2: Percentage of Government sectors prioritized within NDCs for climate change adaptation and mitigation in planning, budgeting and financing mechanisms. [SP-1.1.1] *Baseline: 0%; Target: 100%; Source: MoECCT; Frequency: Annually*
Output 2.2. Government institutions at national/sub-national levels have enhanced capacities to integrate DRM and climate adaptation and mitigation into development planning Indicator 2.2.1: Number of councils with Island Development Plans incorporating evidenced-based, gender-sensitive, climate-resilient DRR strategies and enhanced protection, governance and management of terrestrial and marine ecosystems. [SPIRRF-1.1.1] *Baseline: 10; Target: 60; Source: LGA; Frequency: Annually* Indicator 2.2.2: Production frequency of disaggregated early warning alerts, disaster preparedness, and climate change information and data. [SPIRRF-3.1.2] *Baseline: Non-existent*; Target*: Annual; Source: NDMA, MoECCT; Frequency: Annually*
Output 2.3. Policies, regulatory frameworks, and capacities at national/sub-national levels strengthened for sustainable management of water and waste resources Indicator 2.3.1: Existence of regulatory frameworks for sound management and disposal of: [SPIRRF-4.1.2] chemicals; POPs; waste. *Baseline: No*; *Target: Yes; Source: MoECCT; Frequency: Annually* Indicator 2.3.2: Number of islands supported by UNDP practicing gender-responsive, decentralised, sustainable waste and water resource management [SPIRRF-4.1.2]

Output 2.4. Increased engagement of CSOs and individuals on climate action

Indicator 2.4.1: Number of CSOs implementing localized Programs on NRM, sustainable energy transitioning, conservation, and related areas. [SPIRRF-2.4.5]
Baseline: 77;   Target: 152;   Source: GEF- SGP;   Frequency Annually

Indicator 2.4.2: Percentage of LCs with Programs for community education, awareness and engagement for climate change action. [SPIRRF-4.1.1]
Baseline: Not available; Target: 20% ;   Source: LGA;   Frequency: Annually

Output Level Findings

Output 2.1: Enabling Environment and Multi-Sector Engagement for Carbon Footprint Reduction in Priority Sectors

Indicator 2.1.1: Number of Sectors Integrating and Implementing Gender-Sensitive Sustainable Practices, Policies, and Strategies

- Despite evident progress, policy integration has faced interruptions due to frequent changes in government administration. The evaluation underscores the need for enhanced coordination to maintain strategic momentum. The evaluation highlights notable project inputs in island water security and disaster management. Further documentation of gender-sensitive practice integration and sectoral policy implementation is recommended to fully capture achievements.
- The Integrated National Financing Framework (INFF) initiative stands as the largest effort under output indicator, with significant overlaps with Pillar 1. The strategy has been endorsed by relevant agencies, and the ongoing tagging of project budgets across sectors illustrates its successful integration into policy frameworks. Concurrently, efforts are underway to establish the necessary mechanisms for downstream implementation, ensuring the sustainability and effectiveness of the initiative.

Indicator 2.1.2: Percentage of Government Sectors Prioritized within NDCs for Climate Change Adaptation and Mitigation in Planning, Budgeting, and Financing Mechanisms

- UNDP's initiatives align with national goals such as NDC 2020, with a focus on renewable energy and sustainable practices. The PDSAE, funded by the Government of Japan, has introduced solar-powered cold storage units and a fuel-efficient marine vessel for agricultural shipping to significantly reduce the carbon footprint in the agriculture sector. These innovations aim to establish effective, reliable, and timely transportation mechanisms for agricultural produce, improving market access for farmers, ensuring timely harvest collection, and enabling swift delivery of fresh goods. These efforts address current logistical challenges and promote sustainable agricultural practices in the Maldives.
- The indicator 2.1.2 on the percentage of government sectors prioritized within NDCs highlights a Currently, the exact percentage of sectors involved remains unspecified, limiting the ability to assess progress toward the target of 100%. While information on climate-related initiatives are available, more comprehensive tracking and integration of NDCs across government sectors are necessary to ensure alignment with national climate goals and improve accountability in planning and resource allocation.

Output 2.2: Enhanced Capacities of Government Institutions to Integrate DRM and Climate Adaptation into Development Planning

Indicator 2.2.1: Number of Councils with Island Development Plans Incorporating Gender-Sensitive, Climate-Resilient DRR Strategies

- The output indicator requires more detailed statistics to provide a clearer picture of progress. While community engagement and participatory mapping are well-addressed, there is a need to report the exact number of councils with comprehensive plans. This would enable a more

complete assessment of the integration of gender-sensitive and climate-resilient DRR strategies across island development plans.

Indicator 2.2.2: Production Frequency of Disaggregated Early Warning Alerts, Disaster Preparedness, and Climate Change Information

- During interviews and in reports (e.g., ROAR), UNDP staff expressed their commitment to continuing the identification and addressing of capacity gaps within partner agencies. This includes offering targeted support such as procurement assistance, deploying additional personnel, and providing technical advisory services. While these measures effectively mitigate immediate challenges, they necessitate careful planning to manage budgetary constraints and minimize strain on CO resources.
- The evaluation highlighted that the SIDS JP project does not fully address early warning systems and the production of climate information. Establishing clear mechanisms for data production and dissemination is critical to strengthening disaster preparedness. To address these gaps, UNDP is developing several new projects in the remaining cycle that will focus on improving early warning alerts and climate information production.

Output 2.3: Strengthening Policies, Regulatory Frameworks, and Capacities for Sustainable Water and Waste Management

Indicator 2.3.1: Existence of Regulatory Frameworks for Sound Management and Disposal of Chemicals, POPs, and Waste

- The evaluation identified a need for more detailed reporting on the existence and implementation of regulatory frameworks to accurately track progress. While there are ongoing projects in waste management, further clarity on the regulatory frameworks and their effective implementation is essential for a comprehensive assessment of outcomes.

Indicator 2.3.2: Number of Islands Practicing Gender-Responsive, Decentralized, Sustainable Waste and Water Resource Management

- The GCF Water Project serves as an example of how projects can effectively integrate sustainable development priorities and influence policy. Future initiatives should replicate this approach to drive sector-wide transformative change through policy. Such projects could benefit from a more integrated design, addressing sustainable development priorities to maximize their impact and help shape national development policies.
- The GEF-6 SMC project has made notable progress in hazardous waste management, especially in the tourism sector, through the Stockholm Convention commitments. Waste management infrastructure has been upgraded in 25 islands, including new equipment and training. However, data on the number of islands implementing sustainable practices remains limited, indicating the need for improved monitoring and data collection to fully assess the project's impact.

Output 2.4: Increased Engagement of CSOs and Individuals on Climate Action

Indicator 2.4.1: Number of CSOs Implementing Localized Programs on NRM, Sustainable Energy Transitioning, and Conservation

- Indicator 2.4.1 has met its target, with CSOs successfully implementing localized small grants programs in areas such as natural resource management, sustainable energy transitioning, and conservation. Notable initiatives include the Coca-Cola Foundation project, which introduced electric and low-emission vehicles. However, to fully capture the impact of CSO engagement in climate action, more explicit reporting and documentation of their contributions are needed. Quantifying CSO involvement will provide a clearer picture of their role in advancing climate goals.

Indicator 2.4.2: Percentage of Local Councils with Programmes for Community Education, Awareness, and Engagement in Climate Change Action

- Despite significant progress, challenges persist in the technical capacity of local councils and CSOs. A lack of detailed reporting on local councils' involvement in climate action programmes hinders effective tracking and assessment. Improved documentation and quantification of local councils'

education and engagement efforts are needed. UNDP is addressing capacity gaps by providing training and fostering retention of knowledge, with an emphasis on integrating economic benefits to encourage adoption of new technologies.

Overall Findings

Pillar 2 has demonstrated significant progress in aligning UNDP's efforts with national goals, particularly in carbon emission reduction and the transition to renewable energy. Key achievements include the integration of solar-powered cold storage units in the agricultural sector and electric vehicles in the transport sector, directly contributing to sustainable practices. Considerable progress has been made in disaster risk reduction (DRR), with initiatives such as the Climate Promise 2 and SIDS JP projects supporting the incorporation of DRR strategies into Island Development Plans. Additionally, the development of new policies and regulatory frameworks, along with ongoing efforts in sustainable waste and water management, highlights a strong commitment to improving environmental governance.

Despite notable progress, several challenges remain:

- **Coordination and Monitoring:** There is a need for enhanced coordination and monitoring mechanisms to ensure consistent implementation of policies and accurate tracking of achievements.

- **Detailed Reporting:** The lack of detailed reporting and comprehensive data collection makes it difficult to fully assess the impact of various initiatives and sectoral integration efforts.

Recommendations:

- **Strengthen Coordination Mechanisms:** It is crucial to enhance coordination between national and local authorities to streamline processes and improve the delivery of projects. Mechanisms should be established to ensure the continuity of policy implementation, even during transitions between different administrations.

- **Invest in Capacity Building:** Focusing on capacity-building initiatives at both national and local levels is essential to address the technical and financial challenges that hinder effective implementation of climate and development projects.

- **Promote Comprehensive Reporting:** Improving data collection and reporting systems will provide a clearer understanding of progress across key indicators, enabling better decision-making and adaptive management.

- **Enhance Gender-Sensitive Practices:** Efforts should be made to integrate gender-sensitive practices across all sectors, with a specific focus on documenting examples of gender-inclusive sectoral integration to foster inclusivity and more effective implementation.

3.4.3 Pillar 3: Anticipatory and Accountable Governance

Efforts under pillar 3 of the CPD, led by the Integrated Governance Programme III (IGP III), has made significant strides in enhancing citizen engagement, institutional strengthening, rule of law, access to justice, and digital transformation in the Maldives. This pillar aligns closely with the Maldives' National Strategic Action Plan at the time of the CPD commencement, supporting national priorities and COVID-19 recovery efforts by promoting transparency, accountability, and inclusivity through CHINA-UNDP Triangular Cooperation Response to COVID-19 Project and Support to the Government of Maldives in Procuring Medicines at Scale to Drive Efficiency and Ensure the Financial Sustainability of the Maldives Universal Health Coverage Scheme Project, in addition to Integrated Governance Programme Phase 2 (IGP II) and Phase 3 (IGP III).

Some key results of these project interventions are outlined below, showcasing their contributions to advancing citizen engagement, institutional strengthening, and sustainable development in alignment with national priorities.

- Partnership between the UNDP Country Office (CO) and the Parliament of Maldives resulted in the Parliament's commitment to institutionalizing and co-financing the UNDP-initiated Practice Parliament program starting in 2024. Additionally, the Parliament is conducting a Disability and Inclusion Review with technical support from UNDP, demonstrating a commitment to improving accessibility and inclusivity within the institution.
- During the September 2023 Presidential Election, UNDP played a crucial role in facilitating unassisted voting for the blind and visually impaired community, marking a significant step toward electoral inclusivity. The CO also led various civic and voter education initiatives, including social media campaigns and structured programmes targeting young people to promote informed participation in the election process.
- In collaboration with the Economic Research Centre (ERC), UNDP developed a study using novel data techniques to measure unemployment, which is now awaiting government validation. Additionally, an internal platform for consolidating labour market and foreign direct investment (FDI) statistics was created and handed over to the Ministry of Economic Development, improving data accessibility and analysis capabilities.
- The CO has also made significant progress in enhancing access to legal and justice sector services through digitalization. All courts in the Maldives have been equipped with audio and video conferencing capabilities, enhancing accessibility and enabling remote proceedings. The development of Standard Operating Procedures (SOPs) has further strengthened internal governance and laid the foundation for continued digital advancements. UNDP's deployment of IT specialists has been instrumental in accelerating the implementation of these digital initiatives.
- UNDP also played a pivotal role in organizing the first-ever Women Judges Conference, promoting women's leadership in the judiciary. The Judiciary for Juniors Programme has been successfully implemented for three years, providing career exploration opportunities in the legal field for youth. Additionally, the restructuring of the Judicial Academy has led to the development of systematic training programmes for judges and staff, including regular training materials.

Despite these advancements, challenges persist. Systemic and structural barriers, particularly in political participation, sexual and gender-based violence, and justice delivery, further impede gender equality. The high political intensity surrounding the Presidential Elections also stalled the advancement of key gender equality legislation, with gender issues receiving insufficient prioritization from political leaders.

To address these challenges, the Country Office (CO) plans to leverage its strong government relationships to enhance gender advocacy. This includes supporting a review of the National Gender Equality Action Plan, engaging in high-level strategic dialogues, and promoting gender justice through partnerships with select courts and justice sector champions. The EU-funded project on Access to Justice, Accountability, and Transparency, initiated in March 2024, provides a key opportunity to advance gender equality efforts.

While the CO has demonstrated adaptability in its approach, achieving long-term sustainability will require ongoing consultations to ensure alignment with evolving government priorities. Looking forward, Strategic Action Plan (SAP) provides a valuable opportunity to align programme initiatives with evolving government priorities. Addressing emerging governance challenges and focusing on sustainable development will be key to achieving long-term impact and stability. Evidence from recent reviews suggests that aligning with SAP priorities and implementing recommendations will enhance programme effectiveness and contribute to sustainable governance improvements.

Table 12 Pillar 3: Anticipatory and Accountable Governance Expected Results

Output 3.1. Government's capacities at national/sub-national levels strengthened to effectively plan, finance, and implement development policies and strategies.

Indicator 3.1.1: Extent of alignment of local development plans (LDPs) with long-term national development vision (NDP) which are also gender-sensitive and results-based. [SPIRRF-1.1.1]

Baseline: Long term NDP and mechanism not in place; Target: Long-term NDP in place and LDPs are fully aligned, gender-responsive and results-based; Source: MNHPI and LGA; Frequency: Annually

Indicator 3.1.2: Number of financing frameworks, standards, instruments, and mechanisms developed and resourced at national/sub-national levels to mobilise public and private financing towards achieving SDGs and facilitating climate action [SPIRRF-2.1.3].

Baseline: National (0), Island (0); *Target:* National (1), Island (20); *Source:* MoF; Frequency: Annually

Output 3.2. State capacities enhanced to digitalize public administration and service provision in an efficient and equitable manner

Indicator 3.2.1: Number of interventions to implement the pillars[3] of national digital transformation; [SPIRRF-E.1.1]

Baseline: 0; Target: 5; Source: UNDP,NCIT; Frequency: Annually

Indicator 3.2.2: Number of digital solutions for:

- Delivery and monitoring of public services

- Citizen engagement for monitoring

- Access to and protection of information

- Legal identity and civil registration

[SPIRRF-E.1.2]

Baseline: 0; Target: 4; Source: UNDP,NCIT; Frequency: Annually

Output 3.3. Strengthened rule of law (RoL), human rights and enhanced access to protection and justice

Indicator 3.3.1: Number of gender-sensitive policy, legal, and regulatory frameworks on RoL, business and human rights and justice developed and rolled out [SPIRRF-2.2.1]

*Baseline:0; Target: 4; Source: DJ*A, BCM, AGO; *Frequency: Annually*

Indicator 3.3.2: Number of people receiving legal aid including vulnerable groups [SPIRRF-2.2.3]

Baseline: 150 (2020); Target: 10,000; Source: UNDP; Frequency: Quarterly

Output 3.4. Inclusive civic space and effective participation of citizens, especially vulnerable groups in decision-making and in enhanced social cohesion.

Indicator 3.4.1: Proportion of women contesting in local and parliamentary elections [SPIRRF-6.2.1]

Baseline: TBC; Target: 40% each; Source: EC; Frequency: Per election cycle

Indicator 3.4.2: Number of at-risk individuals reached through social cohesion and PVE interventions annually [SPIRRF-3.2.2]

*Baseline: 85 (2020); Target: 1,*000 (*constituting 15% PWDs, 15% youth-at-risk, 50% women); Source: UNDP; Frequency: Annually*

Output Level Findings

---

[3] The five pillars of an inclusive, whole-of-society digital transformation as articulated by UNDP: Infrastructure; Government; Regulation; Business; People

Output 3.1: Government capacities at national/subnational levels are strengthened to effectively plan, finance, and implement development policies and strategies.

Indicator 3.1.1: Alignment of Local Development Plans (LDPs) with the National Development Vision (NDP)

- Significant strides have been made in aligning Local Development Plans (LDPs) with the National Development Vision (NDP). Through collaboration with the President's Office and the Ministry of Housing, UNDP has supported the drafting of the National Development Act, currently under parliamentary review, and the initiation of a 20-year National Development Plan. However, enhanced documentation and analysis are required to comprehensively track the extent to which local plans contribute to achieving national objectives.

Indicator 3.1.2: Development of Financing Frameworks and Mechanisms

- While progress is being made on financial initiatives, more explicit progress is required at the national and island levels regarding financing frameworks. Improved tracking mechanisms are needed to assess the effectiveness and impact of these frameworks.

Output 3.2: State capacities are enhanced to digitalize public administration and service provision in an efficient and equitable manner.

Indicator 3.2.1: Interventions for National Digital Transformation

- Progress is being made in formulating the National Digital Transformation Strategy, with initial success seen in the digitization of public petitioning systems. However, a more systematic approach to integrating digital solutions and data governance policies is recommended. It is also suggested that this indicator be removed due to its overlap with Indicator 3.2.2.

Indicator 3.2.2: Digital Solutions for Public Service Delivery and Citizen Engagement

- Three digital solutions for service delivery and one for citizen engagement have been introduced. Continued tracking and expansion of these solutions are essential for maximizing their impact.

Output 3.3: Strengthened rule of law, human rights, and access to protection and justice.

Indicator 3.3.1: Gender-Sensitive Policy, Legal, and Regulatory Frameworks

- Two gender-sensitive frameworks have been developed. Delays in legislative processes indicate the need for more efficient implementation strategies.
- UNDP's support to the Family Legal Clinic (FLC) helped provide 628 pro bono legal consultations on family matters, benefiting 103 individuals, with 97 of them being women. This initiative has significantly increased access to justice for victims of family violence.[4]
- Moreover, UNDP worked with the Prosecutor General's Office to introduce a victim-centred user experience on its digital platform, allowing victims to track their cases in real-time.
- The introduction of the e-monitor+ tool, developed in partnership with the Korean National Police Academy and UNDP HQ, helped civil society organizations (CSOs) protect women and girls from harmful online content.
- UNDP also helped strengthen human rights mechanisms by supporting the Attorney General's Office (AGO) in clearing pending state reports and assisting in reporting on the International Covenant on Economic, Social and Cultural Rights (ICESCR) and International Covenant on Civil and Political Rights (ICCPR).

Indicator 3.3.2: Provision of Legal Aid

---

[4] 2022-2025 Strategic Plan Results Oriented Annual Report- page 21

- A total of 459 pro bono legal aid consultations were provided. Further tracking and analysis are needed to assess the full scope of the program's effectiveness.

Output 3.4: Inclusive civic space and effective participation of citizens, especially vulnerable groups, in decision-making, and enhanced social cohesion.

Indicator 3.4.1: Proportion of Women Contesting Elections

- Eleven percent of parliamentary candidates were women. Additional data on the success and impact of female candidates is necessary to make a more comprehensive assessment.

Indicator 3.4.2: Outreach to At-Risk Individuals

- 192 individuals, including 17 youth with disabilities and 108 women, were reached. Expanding this outreach and improving inclusivity should remain a priority.

Overall Findings

Efforts to enhance transparency and accountability mechanisms are steadily progressing, with a focus on improving governance practices and adopting a more holistic approach to address challenges. Supporting vulnerable groups and improving access to services remain key priorities, reflecting the programme's commitment to fostering inclusive governance and providing targeted assistance where needed.

Evaluators noted progress in justice reforms, citizen engagement, transparency, and digital transformation. However, challenges persist, particularly in local government capacities and technical skills for managing digital transformation. The portfolio would benefit from greater emphasis on citizen engagement and the empowerment of women and marginalized groups, including Persons with Disabilities, to enhance transparency and accountability. Additional challenges include:

- **Delays in Legislative Drafting and Implementation:** Delays in advancing key legislative reforms, such as the Legal Aid Bill, Evidence Act, and Family Law, were primarily due to the political transition in November 2023. This shift in political vision, alongside the upcoming 2024 Parliamentary elections, contributed to delays in finalizing the new Legislative Agenda

- **Capacity Gaps in Stakeholders:** Capacity gaps, particularly in legal drafting and implementation, have hindered the effectiveness of reforms. This highlights the need for continued capacity-building efforts and stronger collaboration with government counterparts.

- **Political Transitions and Budget Constraints:** Political transitions and shifting policy priorities disrupted the implementation of key reforms. Additionally, the program faced budget constraints, which affected its ability to fully deliver on planned initiatives.

Strategic Recommendations

- **Secure Additional Funding and Resources: Securing** additional funding is crucial to addressing financial constraints and ensuring the sustainability of key initiatives. Current resources are insufficient to meet all goals, and additional funding will help maintain momentum and expand successful programs.

- **Continue to Invest in Local Government Capacity-Building:** Strengthening local governance through targeted training and capacity-building initiatives is essential. Local governments need additional expertise to effectively implement development policies and manage resources. Investment in this area will ensure that local officials are equipped to drive reforms independently.

- Ensure **integration with other pillars** for more synergies and sustainable resourcing outcomes.

3.5 Gender and Cross-Cutting Issues

In evaluating the extent of Gender and Social Inclusion in the Country Programme Document (CPD), stakeholders emphasized the critical importance of addressing cross-cutting issues such as gender equality, social inclusion, and human rights to promote inclusive and sustainable development in the Maldives. Integrating these issues into the design, implementation, and evaluation of all pillars and portfolios is essential to ensure marginalized groups are not left behind.

3.5.1 Gender

The CPD 2022-2026 outlines a strong commitment to gender equality, with at least 15% of the budget allocated for gender-specific results. The CPD integrates gender equality into its Theory of Change (ToC), with a target for 70% of active projects to incorporate gender markers. Monitoring gender-related progress involves a comprehensive approach outlined in CPD TOR Annex Workplan 2023-2026, operationalising the UNDP Maldives Gender Equality Strategy (GES). The GES includes strategic objectives, key activities, indicators, timelines, responsibilities, and budget allocations to ensure effective implementation and monitoring. The comprehensive GES demonstrates strong management commitment, integrating gender into institutional processes and project design. This is further evidenced by the achievement of a SILVER level certification, in the 2021-2023 round of the UNDP Gender Equality Seal Certification.[5] This certification recognised support for legislative and policy changes, such as the 33% quota for women in local elections, and improvements in addressing domestic violence, strengthening referral mechanisms for Sexual and Gender-Based Violence (SGBV), and providing legal aid.

This momentum continues with substantial progress in gender equality and women's empowerment during the year, focusing on key areas such as women's access to justice, political participation, and local governance. Key gender-related achievement includes.

- The second Women Judges Conference, held in collaboration with the Judicial Service Commission and the Department of Judicial Administration. At the event, the women judges broke new ground and rallied to launch the Women's Wing of the Maldives Judges Association[6].[7]
- The 6th round of the Practice Parliament for Women was conducted in partnership with People's Majlis and Ministry of Social and Family Development, contributing to a total of 109 women trained over the last four years[8].[9] The programme's success is evidenced by four participants running in the upcoming Parliamentary Elections and several others participating in party primaries.
- UNDP supported Parliamentary Education Workshops for Women Candidates, preparing 19 out of 43 female candidates for the 2024 elections with enhanced the skills and knowledge to engage with constituents and advocate for gender-sensitive policies[10] .

Stakeholders commended the UNDP's strong commitment to promoting gender equality and empowering women, noting specific resource allocations and the comprehensive Gender Equality Action Plan. Initiatives such as the Practice Parliament Programme[11] were appreciated for empowering marginalised groups. However, concerns were raised about persistent challenges, highlighting the need for continued efforts to overcome systemic barriers. For instance, limited gender-disaggregated data

---

[5] [1: Source: UNDP Gender Equality Seal Certification Report, 2021-2023]
[6] nawj.org/blog/newsroom/newsletter-archive/may-2024-presidents-letter
[7] nawj.org/blog/newsroom/newsletter-archive/may-2024-presidents-letter
[8] Practice Parliament for Women Programme, 6th in the Series Concludes | United Nations Development Programme
[9] Practice Parliament for Women Programme, 6th in the Series Concludes | United Nations Development Programme
[10] https://undp.sharepoint.com/teams/MDV/PortfolioManagement/RBME%20Template/10%20ROAR/2024/(Evidence)%20%20https:/majlis.gov.mv/en/gallery/2724)
[11] [2: Practice Parliament Program Report, 2024]

on key indicators impedes the ability to fully assess the impact of gender-focused interventions. Additionally, gaps in institutional capacity hinder the sustained integration of gender-sensitive policies across all sectors.

3.5.2 Disability and Social Inclusion

The Country Office (CO) has made significant progress in promoting social inclusion and addressing disabilities. For instance, the Parliament's commitment to institutionalise and co-finance the UNDP-initiated Practice Parliament programme from 2024 onwards exemplifies a collaborative effort towards fostering inclusive governance practices. During the September 2023 Presidential Election, the CO facilitated unassisted voting for the blind and visually impaired community in partnership with the Electoral Commission of Maldives (ECM). This milestone underscores the commitment to enhancing electoral accessibility and ensuring the participation of marginalised groups in the democratic process.

Additionally, UNDP led several civic and voter education interventions, using social media and structured programmes involving youth to promote informed and active citizenship. The development of the first accessible website for laws and regulations with text-to-speech functionality further improves access to legal information[12]. Through partnerships with organizations such as the Economic Research Centre (ERC), efforts have been made to address socio-economic disparities and promote inclusion.

The initiation of a Disability and Inclusion Review of the Parliament, with UNDP's technical expertise, demonstrates a commitment to ensuring legislative processes are accessible and inclusive. Furthermore, the development of an internal platform for consolidating labour market and Foreign Direct Investment (FDI) statistics aims to provide policymakers with accurate data to inform inclusive economic policies.

Stakeholders praised the significance of promoting social inclusion and addressing disabilities in development efforts through collaboration with institutions, including initiatives such as the Practice Parliament Programme and facilitating unassisted voting for the blind and visually impaired community during recent elections. However, they also highlighted the importance of sustained efforts to ensure accessibility and inclusivity in legislative processes and economic policies[13].

3.5.3 Human Rights

Maldives is party to seven out of the nine core international human rights treaties. The Government has embarked on an ambitious agenda to ensure compliance with all its international treaty obligations and constructively engages with all human rights mechanisms. Despite these efforts, several treaty body reports remain overdue, largely due to limited technical capacities and the absence of a harmonized reporting and monitoring mechanism. The establishment of the National Mechanism for Reporting and Follow-up, along with the commitment to develop a data sharing system, marks an important step to comply with its obligations. The outcome of the Universal Periodic Review and the Government accepted recommendations provide an important roadmap for advancing human rights. While stakeholders acknowledged the Maldives' commitment to human rights, they emphasised the need to enhance technical capacities and developing robust monitoring systems to implement human rights obligations effectively and promote a rights-based approach to development.

3.6 Sustainability

---

[12] [Attorney General's Office Launches the New MVLAW Website | United Nations Development Programme](#)
[13] Source: UNDP Practice Parliament Program Report, 2024

Sustainability in the CPD cycle refers to the capacity of outcomes and impacts to endure beyond the program's duration, maintained by public institutions and stakeholders. This involves fostering resilience through climate change adaptation, ecosystem preservation, and institutional strengthening to ensure long-term environmental and social benefits. Sustainability efforts under the CPD span three key pillars, each with notable progress and persistent challenges:

- **Pillar 1, Inclusive Livelihoods**: Significant strides have been made in promoting inclusive livelihoods, particularly through initiatives like the Integrated National Financing Framework (INFF), a milestone in fiscal policy development. However, support for small and medium-sized enterprises (SMEs), especially at the local level, remains limited, with a predominant focus on upstream and urban populations. Disproportionate tax burdens on marginalized groups, combined with capacity constraints—especially in data collection—continue to hinder effective implementation. Addressing these gaps requires a more balanced approach to ensure equitable economic opportunities.
- **Pillar 2: Environmental Sustainability** Advances in reducing emissions, promoting renewable energy, and improving natural resource management align with national priorities. However, shifts in government leadership, inconsistent policy implementation, and coordination challenges within government agencies have caused delays in projects such as the two POPs initiatives. Mechanisms to streamline procurement processes and address implementation bottlenecks are critical for maintaining progress.
- **Pillar 3: Governance** Efforts to establish anticipatory and accountable governance systems have seen progress in public administration transformation, transparency, and civil society engagement. Yet, challenges persist in financial planning and digital transformation, which hinder inclusive governance and access to justice. Stakeholders emphasize the need to address governance deficits while strengthening institutions and fostering participation.

Despite progress across the pillars, challenges remain in ensuring long-term sustainable development outcomes. For instance, institutional sustainability is a cross-cutting issue, impacting all three pillars. Strengthening governance structures, enhancing institutional capacities, and fostering resilient mechanisms are essential for sustainable development.

UNDP's strategic approach in the Maldives reflects a strong commitment to navigating complex operational contexts through partnerships, innovative financing models, and adaptive management strategies. Prioritizing government ownership, fostering collaboration, and addressing capacity constraints will be critical in overcoming challenges and achieving sustainable socio-economic, political, and environmental development.

3.7 Overall Ratings of CPD Performance[14]

This section summarizes the findings of the evaluation, including the overall rating of the CPD's performance across the evaluation criteria and parameters.

Table 13 Overall Rating of CPD Performance

Main Criteria and Parameters	Overall Rating	Remark/Rationale
1. Adherence to National Development Priorities	3	The UNDP Programme aligns with the Maldives' SDG-related development priorities despite the lack of a clear national development plan. Prioritization of interventions in vulnerable island communities addresses the needs of groups at risk of being left behind. However, there are shortcomings in prioritisation and integration of gender issues.
1.B. Alignment with UN and UNDP Goals	3	The programme's work on finance for SDGs, governance, coordination, and policy integration aligns with UN and UNDP goals.
1.C. Relevance of Programme Priorities	3	The programme links to national planning, highlighting changes in governments and new opportunities with SAP planning, Ministry SAPAs, and decentralisation work.
2. Coherence	2	Internal coherence is strengthened by a portfolio approach including territorial convergence, though challenges remain in organisation structure and alignment. External coherence is improved by steering committees, NGO involvement, and collaboration with other UN agencies. However, challenges persist in local aid coordination and integrating humanitarian responses with development efforts in vulnerable areas.
2.A. Internal Programme Coherence	3	Pillar-level integration is rated positively.
2.B. External Programme Coherence	2	Synergies with UNCT, government, and development cooperation are noted.
3. Efficiency	2	Implementation delays due to the COVID-19 pandemic, administrative burdens, and financial management deficiencies are observed. Despite challenges, the strategic approach aims to maximise efficiency and effectiveness. Notable efforts include transitioning to proactive implementation and partnerships like with PEMCO Waste Management. Policy coherence and integrator roles are emphasized, along with joint programmes particularly in vulnerable regions like Small Island Developing States (SIDS).
3.A. Timeliness	2	Slow procurement and lack of government commitment to project implementation are highlighted. There's a need for SOPs on bottlenecks in areas such as procurement.
3.B. Management and Operational Efficiency	2	Slow procurement is mentioned.
4. Effectiveness	2	UNDP has achieved notable results in governance-related outputs, income-generating activities, socio-economic infrastructure, energy access initiatives, and community management of protected areas. However, limited results are seen in environmental initiatives, and larger changes are hindered by political, administrative, institutional, and infrastructure challenges.
4.A. Achievement of Stated Outputs and Outcomes	2	Projects experiencing delays are noted.
4.B. Programme Inclusiveness	2	Targeting strategies can be improved, particularly in integrating disability, disaster, climate change, and gender. Focus on boys' inclusion is suggested.

---

[14] 4 = satisfactory/achieved; 3 = mostly satisfactory/mostly achieved; 2 = moderately unsatisfactory/partially achieved; 1 = unsatisfactory/not achieved.

4.C. Prioritisation of Gender Equality and Women's Empowerment	2	Strengthening gender strategies is advised, including enhancing monitoring capacity and building gender-responsive results-based management across pillars.
4.D. Prioritization of Development Innovation	2	The Accelerator Lab is acknowledged positively.
5. Sustainability	1	The election cycle of 5 years and subsequent changes in the government, poses major challenges to CPD implementation. Weak capacity of some partners, lack of consistent and sustainable funding, and UNDP's role replacement contribute to sustainability concerns. However, increased collaboration with national NGOs and CSOs, as well as scaling up UNDP initiatives by other partners, are positive steps.

4. Conclusions, Lessons Learnt and Recommendations

In evaluating the CPD within the unique operating context of the Maldives, several conclusions emerge. Despite its status as upper-middle income small island developing state, the Maldives faces significant challenges akin to those of lower middle income developing countries. Public service bottlenecks and capacity gaps pose considerable obstacles to sustainable development efforts, exacerbating vulnerabilities associated with climate change and environmental degradation. UNDP's partnerships span various sectors, including government agencies, financing partners, regional entities, CSOs, the private sector, and United Nations entities. A comprehensive analysis reveals areas for improvement and strategic reorientation to enhance the effectiveness and sustainability of development initiatives in the Maldives.

4.1 Conclusions and Lessons Learnt

4.1.1 Relevance

In the criteria of relevance, the main conclusions derived from the evaluation are summarized as follows.

A. **Alignment with National Development Priorities and Needs:** The CPD is closely aligned with national development needs and priorities, demonstrated by its alignment with the Strategic Action Plan (SAP) 2019-2023 and the National Resilience and Recovery Framework. It has also adapted effectively to the evolving priorities of the government, particularly following the elections in 2023 and 2024. The Maldives' new administration has requested UNDP's support in developing the upcoming SAP, further affirming its relevance and strategic alignment with national goals.

B. **Alignment with UN and UNDP Goals:** UNDP has played a pivotal role in aligning national development planning with SDG principles. Its leadership in the UNSDCF Outcome Groups on Climate Change and other priority areas underscores its ability to drive reform-aligned interventions that address local challenges while meeting global standards.

C. **Adaptability:** The CPD demonstrated strong adaptability by addressing COVID-19 challenges and supporting the government in mitigating inequalities and economic disruptions. However, emerging priorities, such as sustainable island cities and digital transformation, require further alignment. Updating the Theory of Change and Logical Framework to reflect current political and economic realities is essential. Strengthening monitoring and evaluation systems, diversifying funding sources, and leveraging partnerships will enable the CPD to remain flexible and responsive to both internal and external changes.

Based on these, the lessons learned include:

I. **Holistic Approach for Sustainable Development Goals:** Adopting a portfolio-based and ecosystem-oriented approach is critical to achieving sustainable development goals. A comprehensive strategy that integrates multiple sectors enhances program impact and fosters systemic change. For instance, the current CPD cycle show that aligning interventions with broader economic development objectives, and integrating climate resilience and governance

reforms, help attract private sector investments and foster small and medium-sized enterprises (SMEs) participation in these areas thereby yielding economic benefits while addressing systemic challenges.

II. **Shift Toward Upstream Work:** A key takeaway is the need to shift toward more upstream work, focusing on policy and institutional frameworks that enhance relevance and impact.

III. **Strengthening and Diversifying Partnerships:** Expanding strategic partnerships with bilateral donors (e.g., Australia, Japan, and the United Kingdom) and diversifying collaborations with international financial institutions, private entities, and philanthropic organizations have proven essential for resource mobilization and ensuring alignment with national development priorities.

4.1.2 Coherence

In the criteria of coherence, the main conclusions derived from the evaluation are summarized as follows.

A. **Internal Coherence:** While the CPD has demonstrated alignment across its pillars, the integration and coordination between the economic development, climate resilience, and governance components could be further strengthened. This would ensure more effective and cohesive implementation, avoiding fragmentation and ensuring that outcomes across these areas support each other in a more unified approach.

B. **External Coherence with Donor and Bilateral Partners:** Strategic collaborations with donors and bilateral partners particularly with countries like Japan, the UK, and Australia have facilitated resource mobilization and ensured that interventions are aligned with both global priorities and the government's national development plans. However, there is a need to diversify funding sources to reduce dependency on vertical funds, which could limit flexibility and long-term sustainability.

C. **Coordination with Government Stakeholders:** The CPD has been well-coordinated with government stakeholders, aligning effectively with national frameworks such as the Strategic Action Plan (SAP) and the National Resilience and Recovery Framework. This alignment has ensured that UNDP interventions are relevant to the evolving priorities of the government. However, continuous engagement and adaptation are essential to account for political changes and shifting national priorities, ensuring that programs remain responsive to the government's needs.

D. **Engagement with Local Communities:** While the CPD has made significant strides in aligning its initiatives with the needs of the community more efforts is needed to ensure effective engagement with relevant stakeholders at the grass root levels across all stages of programme cycle ensuring ownership and participation, particularly in areas such as climate resilience and governance reforms.

Based on these, a key lesson learned include:

I. **Enhancing Sectoral Coherence:** UNDP's role in promoting upstream policy coherence is essential, particularly in its capacity as an integrator to engage stakeholders and development partners. Shifting towards a more integrated approach, particularly in climate and governance, will strengthen synergies, reduce fragmentation, and enhance the overall coherence of interventions.

4.1.3 Efficiency

In the criteria of efficiency, the main conclusions derived from the evaluation are summarized as follows.

A. **Resource Mobilization and Partnerships:** UNDP's efficiency is demonstrated by its ability to mobilize resources and establish a diverse partnership network. While strategic

collaborations with financing partners, government and the private sector demonstrated success in resource mobilisation for development initiatives heavy reliance on third-party cost-sharing and vertical funds introduces risks, particularly given shifting donor priorities and global economic uncertainty.

B. **Programme Delivery:** The CPD demonstrated a strong commitment to cost-effectiveness through efficient allocation to high-impact areas and flexibility in addressing emerging priorities. However, delivery gaps such as the inability to fully utilize available resources in 2020 and 2022, highlight the need for improved fund allocation. Steady expenditure growth and a focus on high-return investments reflect the CPD's adaptability and strategic financial planning.

C. **Management Structures:** While largely effective, the CPD management structures revealed areas for improvement. Functional committees and regular strategic meetings have enhanced operational efficiency. However, the need for clearer staff roles and robust monitoring systems remains critical. Overlapping responsibilities, particularly in implementation and oversight, have diluted accountability and highlighted inefficiencies in program delivery.

D. **Monitoring and Evaluation Systems:** The M&E framework of CPD aligns with strategic priorities and employs gender-sensitive indicators and mixed-method data collection to ensure accountability and evidence-based planning. While comprehensive in design, its implementation faced challenges. The lack of a comprehensive, overarching monitoring mechanism limited the program's ability to measure outcomes effectively and adapt strategies based on evidence. This highlights the importance of embedding robust monitoring systems into upstream programmatic work. However, achieving this requires specific expertise within the office to oversee and implement results-based monitoring systems that can track progress and inform decision-making at all levels. Investing in this capacity will not only improve accountability but also ensure that future programs are guided by evidence and remain adaptive to evolving challenges.

Based on these, key lessons learned for efficiency gains include:

I. **Streamlined Coordination Mechanisms:** Efficiency gains were most evident when coordination mechanisms were streamlined to avoid duplication and improve communication between implementing partners.

II. **Addressing System Fragmentation:** The project-based work in the CPD pillars highlighted inefficiencies caused by fragmented systems and the lack of clear channels for resource allocation. A future shift toward integrating the livelihood's, climate resilience and governance elements into a more unified framework offers opportunities to streamline operations further and optimize resource use. This lesson underscores the need for more cohesive planning and implementation structures, ensuring that initiatives are both timely and cost-effective

4.1.4 Effectiveness

In the criteria of efficiency, the main conclusions for the key CPD pillars are summarized as follows.

Pillar 1: Inclusive, Sustainable, and Thriving Livelihoods

A. **Progress in Fiscal Policy and Sustainable Economic Development:** Key achievements include the establishment of the Integrated National Financing Framework (INFF) representing a proactive approach to fiscal policy development,. Initiatives such as the Sustainable Economic Empowerment and Development for SMEs (SEEDS) and Project for Developing Sustainable Agricultural Economy (PDSAE) support small and medium-sized enterprises (SMEs) and foster economic diversification. Innovative solutions such as solar-powered cold storage units and fuel-efficient marine vessels also reflect UNDP's commitment to sustainable livelihoods.

B. **Need for and Holistic and Inclusive Ecosystem Approach:** Challenges persist in creating a cohesive ecosystem to support private sector investments and SMEs, requiring integrated strategies for greater impact. Strategies must balance urban and non-urban priorities to ensure equitable development while leveraging synergies across sectors.

C. **Policy and Implementation Challenges:** Improved documentation and more effective policy implementation are crucial to meeting targets. Additionally, the impact of changes in government administration on project planning, disproportionate tax burdens on marginalised groups, and capacity and data constraints continue to impede effective implementation.

Pillar 2: Sustainable Natural Resource Management and Climate Resilience

A. **Progress in Climate Action and Sustainable Livelihoods:** Significant progress has been made in reducing carbon emissions, promoting renewable energy, and integrating climate action with sustainable livelihoods. Projects such as installing rainwater harvesting systems and introducing electric buses contribute to these objectives.

B. **Challenges in Policy and Implementation:** Persistent challenges, including bureaucratic inefficiencies, limited capacity, and coordination gaps, have hindered progress. Stalled renewable energy policies, disrupted planning cycles due to elections, and procurement bottlenecks underscore the need for more streamlined processes, robust policy frameworks, and strengthened implementation capacities.

Pillar 3: Anticipatory and Accountable Governance

A. **Strategic Focus on Inclusive Governance and Digital Transformation:** The governance pillar has made significant strides in fostering inclusive governance, enhancing transparency, and consolidating the rule of law. Emphasis on digital transformation and citizen-centred approaches shows promise in bridging geographic gaps and improving governance processes. However, continued investment in effective digital governance and multi-partner collaborations is needed for long-term success.

B. **Systemic Obstacles and Capacity Gaps:** Despite progress, challenges such as transparency issues, communication gaps, and insufficient capacity at the local government level remain. Stakeholders emphasize the importance of access to justice, participation, and good governance, highlighting the need for concerted efforts to address governance deficits and promote inclusive governance models amid democratic challenges and societal needs.

Based on these, a key lesson learned include:

I. **Navigating Implementation Challenges:** Challenges in results-based monitoring and coordination highlight the need to address implementation bottlenecks. For instance, gaps in cross-programme communication, especially in the environmental sector, hindered the timely achievement of outcomes underscoring the importance of strengthening these communication channels to ensure that outcomes are met within expected timelines.

II. **Integrated Approach for Amplified Impact:** Evidence from the program demonstrates that enhancing cross-sectoral collaboration for instance by integrating climate and governance reforms into a cohesive framework result not only amplifies impact but also enhances overall program effectiveness, ensuring a more efficient and sustainable response to complex development challenges.

4.1.4 Inclusiveness

In the criteria of inclusiveness, the main conclusions are summarized as follows.

A. **Strong Commitment to Gender Equality and Social Inclusion**: The CPD demonstrates a robust commitment to gender equality and social inclusion through clear integration of these issues in its design, implementation, and evaluation. The allocation of resources for gender-specific results and the integration of gender markers into project design reflect a strong institutional commitment. However, challenges such as limited gender-disaggregated data and gaps in institutional capacity need continued attention to fully integrate gender-sensitive policies across sectors.

B. **Promoting Accessibility and Empowerment for Marginalized Groups**: The CPD has made significant strides in promoting social inclusion and supporting marginalized groups, particularly through initiatives like the Practice Parliament Program and facilitating electoral participation for individuals with disabilities. These efforts enhance governance inclusivity and

ensure marginalized voices are represented. However, sustained efforts are needed to address accessibility gaps in legislative processes and economic policies to ensure long-term inclusion across all sectors.
Sustainability

Lessons learnt on inclusivity and participation includes:

I. **Inclusive Design and Implementation:** While some projects have successfully engaged marginalized communities, there is room for improvement in embedding inclusivity throughout all phases of program design, decision-making, and across the entire CPD program. Greater inclusion during these phases leads to a more equitable distribution of benefits and strengthens community ownership of outcomes.

II. **Inclusive Governance and Participatory Mechanisms:** Evidence suggests that integrating inclusive governance and participatory mechanisms into livelihoods, climate, and governance programming addresses systemic inequalities. This approach ensures more sustainable and impactful results by fostering long-term community engagement and ownership in program outcomes.

4.1.5 Sustainability

In the criteria of sustainability, the main conclusions are summarized as follows.

A. **Environmental Sustainability:** It remains a priority, with initiatives like the coral reefs project aimed at mitigating threats and promoting sustainable energy transitions. However, greater emphasis on long-term resilience-building and ecosystem preservation is needed to address sustainability challenges effectively.

B. **Financial Sustainability:** Engaging financial markets for development financing underscores UNDP's commitment to exploring innovative avenues for resource mobilisation. Adapting development strategies to the unique needs of the Maldives ensures relevance and impact in addressing local challenges.

C. **Institutional Sustainability:** Sustaining long-term outcomes in the CPD program hinges on strengthening institutional capacities, especially in local governance and data collection. Strengthening governance structures, enhancing institutional capacities, and fostering resilient mechanisms are essential for sustainable development.

Based on these, a key lesson learned include:

I. **Need for Effective Implementation Mechanisms:** The success and sustainability of CPD outcomes are undermined by coordination challenges, policy inconsistencies, and the need for more effective implementation mechanisms. Inconsistent policy implementation and shifts in government leadership have delayed crucial projects, particularly in environmental sustainability and governance reforms. Strengthening cross-sectoral coordination and streamlining processes such as procurement are critical to overcoming these obstacles, ensuring that the CPD's long-term impact is sustained and scaled effectively.

In summary, UNDP's strategic approach to sustainable development in the Maldives is commendable, reflecting a comprehensive strategy that capitalises its and policy integrator role. While progress is evident, enhancing capacity and commitment remains essential to ensure the continued success in driving sustainable development goals. As such, the findings and lessons learnt from the MTR provide valuable guidance for achieving further results by the end of the current cycle.

4.2 Recommendations

The Maldives CPD is at a critical juncture, requiring improvements in effectiveness, sustainability, and inclusiveness to address the country's changing development priorities and needs. Drawing on findings from the May 2024 validation mission and consultations with key UNDP stakeholders, the following strategic and pillar-level recommendations aim to address current gaps and leverage opportunities for improved impact.

4.2.1 Strategic-Level (CPD Level) Recommendations

1. **Strengthening Cross-Pillar Integration for Climate Action, Resilience, and Governance**

The new administration's strategic priorities emphasize climate resilience, governance, and sustainable recovery. There is an opportunity to improve the alignment of CPD priorities and integrate cross-pillar collaboration for greater impact. Recovery efforts must also be embedded into broader governance and climate resilience frameworks to ensure sustainability.

Such an integrated approach ensures CPD priorities remain relevant, align with national and donor priorities, and drive successful outcomes across governance, climate resilience, and recovery efforts.

- **Timeline:** 6 months
- **Responsible Party:** Country Office Team

Action	Implementation Steps
Re-alignment with National Priorities Re-align CPD priorities to emphasize governance, climate adaptation, resilience-building, and recovery work.	• Engage government stakeholders to understand updated strategic priorities in alignment with the Strategic Action Plan, including governance, climate resilience, and recovery. • Review and adjust CPD objectives and outcomes to reflect these priorities. • Prioritize initiatives that support transparent governance, climate adaptation, resilience-building, and socio-economic recovery.
Cross-Pillar Collaboration Strengthen cross-pillar collaboration to integrate climate action, governance, and socio-economic recovery strategies.	• Create a joint task force across programme pillars to foster synergies between governance, climate resilience, and recovery initiatives. • Identify common goals and leverage resources across projects to maximize impact. • Promote integrated planning and implementation across sectors.
Knowledge and Coordination Enhance knowledge-sharing mechanisms to connect lessons and best practices across projects and stakeholders.	• Establish a centralized knowledge-sharing platform to facilitate collaboration, data sharing, and alignment across stakeholders. • Include recovery and resilience as central themes in data analysis and shared lessons. • Conduct regular stakeholder workshops to review progress, adapt strategies, and reinforce cross-pillar integration.

2. **Optimizing Partnerships and Donor Coordination for Enhanced Impact**

Effective partnerships and donor coordination are essential to prevent duplication of efforts, optimize resource utilization, and align strategies with shared goals. Shifts in donor priorities and the need for centralized collaboration present both challenges and opportunities for greater impact.

Optimizing partnerships and aligning with donor priorities will enhance resource mobilization, foster collaboration, and strengthen cross-pillar impact for recovery, governance, and climate resilience.

- **Timeline:** 9 months

- **Responsible Party:** Country Office Team

Action	Implementation Steps
Partnership Optimization (4 months) Review and update the Partnership and Communications Action Plan[15] for the remaining period of CPD to identify and prioritize partnership and resource mobilization opportunities for alignment and optimization of resources for effective country programme implementation.	• Map and evaluate current partnerships to identify strengths, gaps, and opportunities for improvement. • Develop an action plan to strengthen collaboration and align partnerships with CPD priorities. • Leverage partnerships for multi-sectoral impact, particularly in climate resilience and recovery.
Donor Coordination (2 months) Establish a donor coordination task force to harmonize strategies and ensure alignment with new donor priorities.	• Identify key donor representatives and invite them to join a coordination task force. • Facilitate regular meetings to discuss strategies and establish a shared framework for coordination. • Integrate donor feedback into programme planning to align with centralized donor priorities.
Alignment with Donor Priorities (3 months) Strengthen partnerships that support cross-pillar integration and maximize resources for recovery, governance, and climate resilience.	• Engage donors to understand their new priorities and adjust CPD strategies accordingly. • Communicate changes to stakeholders for transparency and alignment.

3. Enhancing Monitoring, Data Systems and Long-Term Planning

Robust data systems are crucial for effective programme monitoring, adaptive management, and long-term strategic planning. The integration of climate resilience, governance, and recovery requires reliable data collection and analysis frameworks.

Strengthened data systems will support evidence-based planning, adaptive management, and long-term programme effectiveness.

- **Timeline:** 6 months
- **Responsible Party:** Country Office Team

Action	Implementation Steps
Establishment of Data System Develop a comprehensive framework for data collection, analysis, and integration to support adaptive strategies and long-term planning.	• Design and implement data collection tools that capture information across governance, climate resilience, and recovery initiatives. • Establish a system for regular data updates and scenario planning to support adaptive management.
Evidence-base Planning Use data insights to strengthen cross-pillar planning and inform decision-making in climate resilience, governance, and recovery efforts.	• Integrate data insights into cross-pillar strategies to align outcomes and inform long-term planning. • Conduct training for stakeholders to enhance data literacy and use for strategic decision-making.

4. Addressing Risks from Political Instability

---

[15] Partnership and Communications Action Plan is an UNDP partnership and resource mobilization tool for Country Offices to plan and implement partnership and resource mobilization efforts.

Political instability poses significant risks to programme implementation, particularly in governance and recovery efforts. A robust risk management plan will ensure the continuity of CPD priorities and mitigate risks to governance, climate resilience, and recovery efforts.

- **Timeline:** 4 months
- **Responsible Party:** Country Office Team

Action	Implementation Steps
Risk Management Plan Develop and implement a comprehensive risk management plan to safeguard project progress and mitigate risks from instability.	• Conduct a risk assessment to identify vulnerabilities across governance, climate resilience, and recovery initiatives. • Develop contingency plans and flexible programming options to respond to instability. • Enhance local engagement and build community resilience strategies to support continuity. • Regularly review and update the risk management plan to adapt to changing contexts.

5. Strengthening Coordination with Planning Agencies

Effective engagement with the President's Office and the Ministry of Housing, Land and Urban Development is essential for aligning CPD strategies with national development goals, particularly in governance, climate resilience, and recovery. Improved coordination with these stakeholders will enhance the integration of CPD priorities with national strategies, ensuring greater impact across governance, climate resilience, and recovery pillars.

- **Timeline:** 3 months
- **Responsible Party:** Country Office Team

Action	Implementation Steps
Strengthen Formal Engagement with Relevant Stakeholders Strengthen formal engagement with the President's Office and the Ministry of Housing, Land and Urban Development to ensure alignment and collaboration on cross-pillar development strategies.	• Establish regular communication channels and meetings with the planning agency. • Develop a joint action plan to address gaps and align efforts across governance, climate resilience, and recovery. • Foster cross-sectoral collaboration between planning agencies and other stakeholders to strengthen programme alignment.

4.2.2 Pillar-Level Recommendations

Pillar 1: Inclusive, Sustainable, and Thriving Livelihoods

1. Strengthen Private Sector Engagement

Economic diversification in the Maldives remains slow, particularly for small and medium-sized enterprises (SMEs), which struggle to access investment. The private sector remains underutilised as a key driver of sustainable livelihoods. Accordingly, it is recommended to:

- Strengthen partnerships with private sector entities, SMEs, and industry associations to diversify funding sources and incentivise investments.
- Explore innovative financing mechanisms, such as social impact bonds and blue bonds to support long-term economic diversification and build a more inclusive development ecosystem.

2. **Capacity Building & Adaptive Management**

Planning and implementation have been hindered by data limitations and a lack of skills in procurement and project management. A more adaptive approach is required to respond to evolving national priorities and stakeholder needs. Accordingly, it is recommended to:

- Provide targeted capacity-building initiatives focused on procurement processes and relevant skills.
- Implement adaptive management approaches to better align projects with national priorities and stakeholder feedback, ensuring continuous relevance and accountability.

Pillar 2: Sustainable Natural Resource Management and Climate Resilience

3. **Government Coordination & Capacity Building**

Weak coordination among government entities and a lack of technical expertise. This has hindered effective project implementation and sustainability. Accordingly, it is recommended to:

- Develop improved coordination mechanisms within government entities and invest in capacity-building to enhance technical expertise in resource management. This will strengthen government-led efforts to implement climate resilience strategies, ensuring long-term sustainability and quality of project delivery.

4. **Renewable Energy Policy Development**

The Maldives has potential to transition to renewable energy but lacks policies and incentives to drive the transition. Addressing these gaps is crucial for advancing sustainable energy practices. Accordingly, it is recommended to:

- Support the development of renewable energy policies and legislation that incentivize sustainable practices, and foster collaboration between government agencies and stakeholders to accelerate the transition to renewable energy practices.

Pillar 3: Anticipatory and Accountable Governance for and by the People

5. **Inclusive Governance & Digital Transformation**

Governance institutions in the Maldives have made strides toward inclusivity, but challenges remain in ensuring vulnerable groups participate in decision-making. Additionally, digital transformation is underway, but there are technical and capacity constraints that hinder full implementation. Accordingly, it is recommended to:

- Strengthen inclusive governance by enhancing citizen participation and supporting the development of inclusive governance institutions.
- Accelerate digital transformation efforts by collaborating with multi-partner investments, ensuring digital governance can support the delivery of public services, and address technical challenges.

Cross-Pillar Recommendations
6. **Coordination Framework**

Multiple initiatives across the three pillars have led to fragmented and project-based results and at time causing resource inefficiencies and duplication. A more integrated coordination mechanism is required to ensure synergies between projects and avoid overlap and promote resource mobilization. Accordingly, it is recommended to:

- Implement a cross-pillar coordination monitoring framework to optimise resources, prevent duplication, and ensure synergies between projects.

7. **Monitoring of Cross-Cutting Issues**

Cross-cutting themes, including gender equality have not been adequately integrated into the overall programme monitoring frameworks more focused on project-based efforts, limiting comprehensive outcome assessments. Accordingly, it is recommended to:

- Develop and implement a comprehensive monitoring strategy to track progress on gender equality and other cross-cutting themes.
- Establish reporting mechanisms to capture data from all programme pillars, ensuring these issues are embedded in the programme's overall outcomes.

These strategic and pillar-level recommendations aim to enhance the effectiveness, sustainability, and inclusiveness of the Country Programme. By addressing these key areas, the programme can overcome existing challenges, build on successes, and contribute to the Maldives' long-term development goals.

Annexes

Annex 1. Evaluation Terms of Reference (TOR)

International Consultant TOR MTE of Country Programme

National Consultant TOR MTE of Country Programme

Annex 2. 22 Project Folders for Review Separate

Review Documents

Annex 3. Evaluation Matrix

Criteria	Main Question	Indicatives	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods for Data Analysis
Relevance	1. To what extent has the CPD been aligned with national development needs and priorities?	Alignment with Maldives SAP 2019-2023	CPD documents, SAP 2019-2023	Literature review, document analysis	Alignment score	Content analysis, thematic analysis
	2. Targeting in Design - To what extent has the Maldives CPD been designed to address the needs of women and men in the global and local changing context such as including gender-specific considerations in CPD outcomes?	Gender-specific and Inclusive considerations in CPD outcomes	Project documents, stakeholder interviews	Interviews, surveys	Gender inclusivity score	Content analysis, thematic analysis
	3. To what extent have UN reforms influenced the relevance of UNDP support to the Government of Maldives?	Impact of UN reforms on relevance i.e. integrator role.	UN reform documents, stakeholder interviews	Key informant interviews KII, SSI	Influence score	Content analysis, thematic analysis
	4. How well has the CPD adapted or factored in lesson learned based on emerging priorities such as external factors Covid 19 or changes in the national context	Adaptability and Responsiveness in Programming and planning Indicate whether lessons learned refer to operational processes, strategy, or both.		KII, SSI		Content analysis, thematic analysis
Effectiveness	5. To what extent has the UNDP Maldives Program accomplished its outcomes and successful delivery of program outputs?	Achievement of program outcomes	Project documents, annual reports, monitoring reports, progress reports	KII, SSI Interviews, performance survey to Country Team	Outcome achievement score	Content analysis, thematic analysis
	6. What are the main contributions to development for which UNDP Maldives is recognized?	Recognition of UNDP contributions and comparative valued add i.e. social and economic policy,	Stakeholder interviews, recognition reports	KII ,SSI Interviews, surveys	Recognition score	Content analysis, thematic analysis

Criteria	Main Question	Indicatives	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods for Data Analysis
		government aid coordination support in these areas?				
	7. What are the unexpected outcomes or consequences of the program, and what are their implications?	Identification and analysis of unexpected outcomes	Project reports, stakeholder feedback	Key informant interviews	Unexpected outcome analysis	Content analysis, thematic analysis
	8. How has UNDP Maldives incorporated lessons learned and feedback into subsequent processes of program planning and implementation?	Incorporation of lessons learned and feedback Program and operational monitoring rigor	Project reports, Stakeholder interviews and beneficiary feedback	KII, SSIUNDP Senior Management, Operations and Pillar Management KIIs and Unit Focus groups KII and SSI Interviews	Incorporation score	Joint monitoring and adaptive management
	9. What evidence is there that UNDP Maldives support has contributed to improved national government capacity?	Evidence of improved government capacity Behaviour changes of key government officials	Project reports, capacity-building indicators	Key informant interviews, surveys	Evidence scores	Content analysis, thematic analysis
	10. Has UNDP Maldives been influential in national debates and contributed to national priorities?	Evidence of UNDP's influence on national debates and priorities Good project evaluations, Press releases, communication material	Media coverage, stakeholder interviews Reports	Key informant interviews	Influence score Advocacy work Sectoral coordination support.	Content analysis, thematic analysis
	11. Is UNDP Maldives perceived by stakeholders as a strong advocate in key areas, including the promotion of social inclusion, disability, and gender equality?	Stakeholders' perception of UNDP advocacy	Stakeholder interviews, perception surveys	Key informant interviews	Perception score	Content analysis, thematic analysis

Criteria	Main Question	Indicatives	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods for Data Analysis
Cross-Cutting Areas	12. Integration of Social Inclusion and Disability	Benefits to disadvantaged and vulnerable groups	Program reports, demographic data	Key informant interviews, surveys	Benefits score	Content analysis, thematic analysis
	13. Integration of Gender Equality and Human Rights	Transformative change for women and empowerment of governments	Gender impact assessments, empowerment indicators	Interviews, surveys	Transformation and empowerment score	Content analysis, thematic analysis
Efficiency	14. To what extent has UNDP Maldives CPD been useful to enable to utilise core resources in leveraging external funding and partnerships?	Utilization of core resources for external funding based on the CPD plan # of new Partnerships and new Programs	Financial reports, resource allocation data	Interviews, surveys	Utilization score	Statistical analysis, cost-effectiveness analysis
	15. To what extent have the delivery and achievement of the CPD outcomes and outputs been efficient and cost-effective?	Efficiency of program delivery	Project reports, financial reports	Interviews, surveys	Efficiency score	Statistical analysis, cost-effectiveness analysis
	16. To what extent was the existing CPD management structures appropriate and efficient?	Appropriateness and efficiency of CPD program management structure	Organizational structure reports, progress reports	Operations Interviews, surveys	Structure effectiveness score	Content analysis, thematic analysis
	17. Are the monitoring and evaluation systems that CPD has helping to ensure that the projects and portfolios are managed efficiently ?	Effectiveness of monitoring and evaluation systems	Monitoring and evaluation reports, system assessments	Key informant interviews, surveys	System effectiveness score	Content analysis, thematic analysis
Sustainability						
	18. Institutional What is the likelihood that sustainable financing and innovation initiatives which UNDP Maldives has supported are sustainable?	Likelihood of sustainability for financing and innovation initiatives	Project reports, sustainability plans	Interviews, surveys	Likelihood of sustainability score	Content analysis, thematic analysis

Criteria	Main Question	Indicatives	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods for Data Analysis
	19. Socio Economic To what extent will the benefits of the CPD Program priorities in respect to gender mainstreaming and women's empowerment continue?	Long-term sustainability of gender mainstreaming and women's empowerment	Project reports, sustainability plans gender impact assessments	Interviews, surveys	Likelihood of sustainability score	Content analysis, thematic analysis
	20. Environmental What is the likelihood that environmental management and climate change initiatives which UNDP Maldives has supported are sustainable?	Likelihood of sustainability for environmental initiatives	Sustainability plans,	Interviews, surveys	Sustainability score	Content analysis, thematic analysis
	21. Political What is the likelihood that democratic governance initiatives which UNDP Maldives has supported are sustainable?	Likelihood of sustainability for democratic governance initiatives	Project reports, sustainability plans	Interviews, surveys	Likelihood of sustainability score	Content analysis, thematic analysis
Orientation toward Impact	1. To what extent have UNDP and its partners actively engaged in the projects and portfolio interventions, contributing to transformative changes at the level of behaviours, systems, and policies within the three program priorities? 2. In what ways has the current program led to positive changes in the lives of Maldivians?	Partners' involvement in positive changes Identification of positive changes in Maldivians' lives The first question emphasizes the involvement and contribution of UNDP and its partners to transformative changes in behaviours, systems, and policies within the specified program priorities.	Partner reports, stakeholder interviews Impact assessments, beneficiary feedback	Key informant interviews, surveys Interviews, surveys	Involvement score Positive change score	Content analysis, thematic analysis Content analysis, thematic analysis

Criteria	Main Question	Indicatives	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods for Data Analysis
		The second question focuses on the positive changes specifically in the lives of Maldivians resulting from the current program, without explicitly highlighting the transformative aspects in behaviours, systems, and policies.				
	3. To what extent has UNDP Maldives promoted positive changes of women and vulnerable groups, and ensuring no one is left behind (LNOB)? Were there any unintended effects?	Promotion of positive changes for women and vulnerable groups	Gender impact assessments, unintended effects analysis	Interviews, surveys	Promotion score	Content analysis, thematic analysis
Coherence and Partnerships	4. To what extent are UNDP Maldives's engagements a reflection of key strategic considerations, in the development context of Maldives in relation to its comparative advantage vis-a-vis other partners?	Alignment with key strategic considerations	Partnership agreements, strategic plans	Interviews, surveys	Alignment score	Content analysis, thematic analysis
	5. To what extent has UNDP Maldives been able to utilise core resources in leveraging external funding and partnerships?	Resource mobilised and catalytic resources used	Aggregated Financial Reports	Interviews, surveys	Alignment score	Content analysis, thematic analysis

Criteria	Main Question	Indicatives	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods for Data Analysis
	6. To what extent has UNDP Maldives planned its work to promote coherence and complementarity with other United Nations partners and stakeholders?	Promotion of coherence and complementarity	UN coordination reports, stakeholder feedback	Interviews, surveys	Promotion score	Content analysis, thematic analysis
	7. To what extent did UNDP Maldives develop partnerships that advanced the identified	Advancement of identified partnerships	Partnership agreements, progress reports	Interviews, surveys	Promotion score	Content analysis, thematic analysis

Annex 4. List of Documents Reviewed

Documents were shared here : 16 CP MTE Document List.xlsx (sharepoint.com)

Project documents and attachments for nine case studies INFF; Tax for SDGs; GEF-6 SMC; GCF Water Project; IGPII; SIDS JP; Triangular Coop; Re-imagining Tourism; PDSAE

> For each project above, the following (as available and relevant) was shared on the share point server.
- UNDP Social and Environmental Screening Procedure
- Project Steering Committee (PSC), project board, LPAC, Pre-PAC meeting minutes
- Contribution Agreement
- Implementing Partner Assessments
- Responsible Parties Assessments
- Inception Workshop
- AWP, quarterly progress reports, annual progress reports
- Combined Delivery Report
- HACT and Audit
- BTOR/Programme Monitoring Reports
- Project Extension Documents
- Project mid-term and final evaluation reports
- MOU, LOA, Low Value Grants
- Funding Proposal
- Funded Activity Agreement (FAA)
- UNDP Project Document with all annexes
- UNDP Social and Environmental Screening Procedure (SESP) and associated management plans
- Inception Workshop Report
- Interim Evaluation (IE) and management response to IE recommendations; mid-term evaluation reports
- Annual Workplan (AWP)
- Oversight mission reports
- Minutes of Project Board Meetings and other meetings (i.e., Project Appraisal Committee meetings)
- Financial data, including actual expenditures by project outcome, including management costs
- Co-financing data with expected and actual contributions
- Audit reports
- Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
- Sample of project communications materials
- Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
- Any relevant socio-economic monitoring data, such as average incomes/employment levels of stakeholders in target area
- List of contracts and procurement items over ~US$5,000
- List of related projects/initiatives contributing to project objectives approved/started after GEF project approval
- Data on relevant project website activity (e.g., number of unique visitors per month, number of page views, etc.)
- List/map of project sites, highlighting suggested visits
- List and contact details for project staff, key project stakeholders
- Project deliverables that provide documentary evidence of achievement towards project o

Annex 5. People Consulted

Date	Organization	Name	Position	Gender
		Mohamed Yammai	Executive	Male
		Mohamed Auzan	Resource Mob Analyst	Male
		Khadheeja Milha	Resource Mob Specialist	Female
		Fathmath Suha	Executive	Female
		Abdulla Atheeq Mohamed	Fiscal Analyst	Male
		Aminath Nashia	Resource Mobilization Executive	Female
7 May 2024	Ministry of Finance	Zunan Shareef	BPC Consultant	Male
7 May 2024	BCC	Mohamed Eeman Ahmed	Senior Manager, Project Management	Male
7 May 2024	Ministry of Climate Change, Environment and Energy	Technical Team Pops Project		
		Hawwa Izwath	Director	Female
		Mifthaah Majeed		Female
		Hassan Ismail	Finance Officer	Female
		Shifa Ali	Senior System Analyst	Male
8 May 2024	LGA	Secretary Economic and Development Cooperation	Advocate	Female
		HE. Dr Hussain Niyaaz	Secretary Multiateral	Male
		HE Mr. Ahmed Shiaan		Main
		HE. Mr. Ahmed Salman Zakı	Director	Male
13 May 2024	Ministry of Foreign Affairs	Aishal Rayahyn	Assistant Director	Female
		Aisheath Rizna	Chief Judicial Administrator	Female
	Department of Judicial	Aishath Yushfa Shakir	Director	Female
28 May 2024	Administration	Yumna Mohamed	Program Specialist	Female
		Aminath Nadha Hussein	Secretary General	Female
		Aishath Shiufa Saadiq	Director	Female
		Nihaya Ahmed	Assistant Director	Female
29 May 2024	JSC	Ismail Nishad	Assistant Director	Male
30 May 2024		Hassan	Assistant Director General	Male

		Shabana Rasheed	Director General	Female
	Parliament of Maldives	Hassan Rafeeu		
		Asma Saleem	Deputy Director	Female
		Seeniya Saend	Senior Parliamentary Education Officer	Female
30 May 2024	Attorney Generals Office	Faena Faiz	Head of Human Rights and International Affairs	Male
9 May 2024	HDC (Case Visit)	Suha Mohamed	Social Planning Officer	Female
		Arshath Ashiya Shathir	Acting Senior Head-Social Planning	Female
		Ahmed Aslam	Director- Strategic Management	Male
10 May 2024	Laamu Gan Council	Ahmed Zaki	President	Male
		Fathimath Al	Council Member	Female
		Fathimath Raziyya	WDC Member	Female
		Hussain Moosa	Council SG	Male
10 May 2024	Laamu Fonadhoo Council	Ahmed Riyaz	Council President	Male
		Aishath Azeema	Council Mamber	Female
		Wardha Hussain	Council Member	Female
		Fathimath Zaeema Abdulla	Council Executive	Female
		Shakeelaa Ali	WDC Member	Female
		Malaka Mooka	WDC Member	Female
		Aishath Zoona (Neerma)	WDC Vice President	Female
		Aishth Rishm	WDC President	Female
13 May 2024	Ministry of Fisheries, and Ocean Resources	Dr. Aminath Shafia	Permanent Secretary	Female
13 May 2024	5th Floor/Agronet	Mariyam Abdul Raheem	Business Development	Female
2 July 2024	Addu City Council	Nuzuha	Projects Department Focal Point for Pops Project	Female
2 July 2024	UNDP	Ahmed Naaif Mohamed	Program Officer, Democratic Governance	Male
2 July 2024	WAMCO (Addu) (Case Visit)		Mechanical Engineer	N/A
19 August 2024	Government of Australia	Mr. Hodge	Operations and Finance, UNDP	Male
3 June 2024	UNDP	Shafaq Naaz Athif	Operations Manager	Female
		Mariyam Suneetha	Finance Manager	Female

Date	Organization	Name	Position	Gender
5 June 2024	British High commission	Safa Musthafa	Programme Manager (ISF)	Female
		Shifra Abbas	Project officer for cssf fund	Female
19 August	Government of Japan	Mr.Shuto-Fukuoka	Head of Economic Cooperation, Embassy of Japan in Maldives	Male
6-13 May 2024	UNDP	Enrico Gaveglia	Resiident Representative	Male
		Pek Chuan Gan	Deputy Resident Representative	Female
		Bradly	Maldives Representatives from UN Cooperation Framework	Male
		Fizan Ahmed	Program Officer- Focal Point	Male
		Yasmeen Rasheed	Assistant Resident Representative, Governance and Peacebuilding/ Head of Pillar III	Female
		Ahmed Shifaz	Assistant Resident Representative- Head of Pillar II	Male
		Adam Shaheer		Male
		Raia Musthafa	Program Officer	Female
		Rizma Rasheed	Project Manager	Female
		Shadha Hussain	Program Analyst	Female
		Thuhufa Abdulla	Programme Analyst	Female
		Fathimath Hamna Shareef	Program Manager	Female
		Ibrahim Mifrah	Tax for SDGs Coordinator, Male	Male
		Mohamed Shahudh	Senior Economist/ Head of Pillar I	Male

Annex 6. Theory of Change Analysis

Theory of Change (ToC) focused on Inclusive Livelihoods, NRM (Natural Resource Management) and Climate Resilience, and Anticipatory Governance, and articulate how and why specific interventions will lead to desired outcomes and impacts as follows.:

1. Impact Goal:

•   Long-Term Impact: Strengthen inclusive, sustainable, and resilient development in the targeted region by fostering economic diversification, climate adaptation, and governance capacity.

2. Outcomes:

•   Inclusive Livelihoods:

o   Outcome 1: Improved economic diversification and private sector engagement, leading to inclusive growth and reduced poverty.

o   Outcome 2: Enhanced innovation and entrepreneurship, contributing to the growth of blue, green, and digital value chains.

•   NRM and Climate Resilience:

o   Outcome 3: Strengthened government capacities to integrate sustainable practices across sectors, leading to reduced carbon footprints and enhanced resilience to climate change.

o   Outcome 4: Enhanced disaster risk management and climate adaptation capabilities at the national and local levels, resulting in better-prepared communities and ecosystems.

•   Anticipatory Governance:

o   Outcome 5: Strengthened planning and implementation capacities within the government, leading to better alignment with national development priorities and improved public service delivery.

o   Outcome 6: Increased access to justice, legal services, and social protection, contributing to improved social inclusion and human rights protections.

3. Outputs:

•   Inclusive Livelihoods:

o   Output 1.1: Policies formulated and implemented to promote economic diversification and private sector investment.

o   Output 1.2: Innovative development solutions piloted, ensuring inclusive livelihoods in emerging sectors.

•   NRM and Climate Resilience:

o   Output 2.1: Regulatory frameworks and sectoral plans incorporating sustainable practices.

o   Output 2.2: Increased capacity of local councils and communities for disaster risk management and climate adaptation.

o   Output 2.3: Strengthened civil society engagement in climate action.

•   Anticipatory Governance:

o   Output 3.1: Alignment of local development plans with national development priorities.

o   Output 3.2: Improved data capacities and financing frameworks to support development results.

o   Output 3.3: Enhanced legal and policy frameworks for human rights and social inclusion.

4. Activities:

•   Inclusive Livelihoods:

o   Conduct entrepreneurship ecosystem studies and share findings with relevant ministries.

o   Support the implementation of MSME strategic action plans.

o   Promote social innovation platforms for co-creating development portfolios.

•   NRM and Climate Resilience:

o   Develop and operationalize sectoral plans for carbon footprint reduction.

o   Provide technical assistance to local councils for integrating climate strategies into development plans.

o   Facilitate the establishment of early warning systems and climate information dissemination.

•   Anticipatory Governance:

o   Support the development of financing frameworks at national and island levels.

o   Build data capacities within government entities for better monitoring and evaluation.

o   Promote human rights and social inclusion through targeted outreach programs.

5. Assumptions:

•   Inclusive Livelihoods:

o   Governments will remain committed to implementing and scaling up inclusive policies.

o   Private sector actors are willing to engage and invest in new value chains.

•   NRM and Climate Resilience:

o   Climate change remains a priority for the government and communities.

o   There is sufficient political will to integrate sustainability into national and local policies.

•   Anticipatory Governance:

o   Governments will adopt data-driven approaches and align local development plans with national priorities.

o   Legal and justice reforms are supported by stakeholders and implemented effectively.

6. Risks:

•   Inclusive Livelihoods:

o   Political changes might delay or alter policy implementation.

o   Economic instability could reduce private sector engagement.

•   NRM and Climate Resilience:

o   Insufficient funding for climate adaptation projects.

o   Community resistance to new climate-related policies and practices.

•   Anticipatory Governance:

o   Data collection and management challenges could hinder progress.

o   Resistance to legal and policy reforms from various interest groups.

7. Pathways to Impact:

•   Inclusive Livelihoods: By enhancing government capacities and fostering innovative solutions, economic diversification will lead to more resilient livelihoods, reducing poverty and inequality.

•   NRM and Climate Resilience: Strengthening policies and capacities will lead to better-managed natural resources and more resilient communities, mitigating the impacts of climate change.

•   Anticipatory Governance: Improved governance capacities and frameworks will lead to more effective and equitable development outcomes, ensuring that all citizens benefit from social and economic progress.

This Theory of Change outlines the logical sequence from activities to impact, emphasizing the role of government capacities, policy implementation, and stakeholder engagement in achieving the desired outcomes.

Overview of assessment

Pillar 1: Inclusive Livelihoods

- **Output 1.1**: While there are progresses in diagnostic reporting and partnerships, specific policy implementations supporting inclusive livelihoods are not documented. This indicates a gap in translating diagnostic efforts into actionable policies.

- **Output 1.2**: Initiatives like solar-backed cold storage and water-efficient systems are notable, but the number of partners and new enterprises involved in innovative solutions and value chains are not detailed. Accurate tracking of these parameters is crucial.

Pillar 2: NRM and Climate Resilience

- **Output 2.1**: There is significant mention of projects in water security and disaster management, but specifics on gender-sensitive practices and sectoral integration into NDCs are missing.

- **Output 2.2**: Community engagement efforts are noted, but the exact number of councils with comprehensive development plans incorporating DRR strategies is not provided.

- **Output 2.3**: Ongoing waste management projects are discussed, yet there is no detailed information on the existence and enforcement of regulatory frameworks for chemical and waste management.

- **Output 2.4**: The involvement of CSOs and local councils in climate action and community education is not explicitly reported, indicating a gap in documenting grassroots-level engagement.

Pillar 3: Anticipatory Governance

- **Output 3.1**: Initiatives related to planning and finance are mentioned, but alignment of LDPs with the NDP and details on financing frameworks are not provided. This suggests a need for clearer documentation of alignment processes and financial mechanisms.

- **Output 3.2**: Digital initiatives are highlighted, but the number of interventions and digital solutions for public services and citizen engagement need more systematic tracking.

- **Output 3.3**: While legal aid services and initiatives like the Family Legal Clinic are mentioned, specific data on the number of beneficiaries and the development of gender-sensitive frameworks are not detailed.

- **Output 3.4**: Information on women contesting and winning elections at various levels is missing, underscoring a gap in monitoring inclusive civic space and participation.

Table 14 CPD Vetted Results

Pillar	INDICATIVE COUNTRY PROGRAM OUTPUTS	MAJOR PARTNERS	ESTIMATED COST BY OUTCOME ($)	Recorded Results	Evaluators Comments
Pillar 1 Inclusive Livelihoods	Output 1.1. Government capacities strengthened to formulate and implement policies that promote economic diversification and facilitate private sector engagement and investment. Indicator 1.1.1: Number of policies implemented to support inclusive livelihoods, private sector growth and innovation. [SPIRRF-4.2.2] _Baseline: 0;_ _Target: 2;_ _Source:_ _MED, CSC;_ _Frequency: Annually_ Indicator 1.1.2: Status of implementation of BCC's Strategic Action Plan for MSME development [SPIRRF-1.3] _Baseline: Action plan developed;_ _Target:_ _Action plan fully operationalized;_ _Source: BCC;_ _Frequency: Annually_	- Ministry of Economic Development (MED) - Ministry of Environment, Climate Change and Technology (MoECCT) - Ministry of Fisheries, Marine Resources and Agriculture (MoFMRA) - Ministry of Tourism (MOT) - Ministry of Higher Education (MOHE) - Ministry of Gender Family and Social Services (MGFSS) - MBS - Maldives Pension Administration Office (MPAO) - Civil Service Commission (CSC) - Maldives Polytechnic - Business Center Corporation (BCC) - Maldives National Skilling Authority - LGA - LCs - WDC - CSOs - ILO - UNICEF - UNFPA - UNWOMEN - IOM	Regular: 360,000 Other: 7,730,000	The Development of Inclusive Insurance and Risk Financing (diagnostic report) was launched in 2023, outlining the current state of insurance supply, demand, and the enabling environment in the Maldives. It has helped the government in identifying gaps and opportunities while assessing the financial capacity of local insurance industry. This analysis catalysed a new partnership agreement with MMA worth of $66,666 to implement an insurance development project, where UNDP will support the development of new insurance regulations and commence pilot nature-based insurance studies . This in turn will significantly enhancing resilience for individuals and communities. UNDP jointly launched the Maldives INFF with the Government in first quarter of 2023, with the Government fully endorsing the Gender-responsive Climate Finance Strategy developed under INFF. INFF facility also catalysed the inception of a Sustainable Finance Hub within the Ministry of Finance. Following the Board Meeting of the Tax for SDGs program, UNDP commenced the development of a risk management framework for the tax authority, a study on reforming tax codes to incentivize foreign direct investments, and support	See analysis in section on Effectiveness above. Key finding on the nine deep dive projects reviewed mentioned here include : There is a lot of room for integrating strategies with outcome 2 and outcome three especially with regards to area based development programming and establishing coordination focal points at the local government level for initiatives. While significant groundwork has been laid through activities like the unified tax registry, further efforts are needed, particularly in tracking informal sector employment and developing policies to address it

| | | - UNESCAP
- UNCDF
- FAO
- UNESCO
- WTO
- IFAD
- WB
- ADB
- IsDB | | to the Ministry of Finance to conduct tax incidence analysis.

In the area of transformative fiscal development, UNDP also supported the Local Government Authority in developing tools and manuals on forming Local Authority Companies . These tools enable and guide local councils in diversifying their fiscal space by engaging in attracting local and foreign investments and other revenue generation activities within the purview of the Decentralisation Act of the Maldives .

Following the change in government in November 2023, the Tax for SDGs program is required to undertake a reprioritization exercise to reframe activities for 2024 as part of the adaptive measures to changes in national policy direction.

Challenges

Despite challenges with RPs execution of the CO's flagship livelihood project (Project for Developing Sustainable Agricultural Economy (PDSAE)), efforts are underway to reprogram activities, ensuring the effective utilization of resources towards comprehensive economic and human capital development, benefiting pertinent segments of society in the Maldives. | |

Output 1.2. Innovative development solutions ensure inclusive and meaningful livelihoods, contributing to Blue, Green and Digital value chains for sustainable economic growth. Indicator 1.2.1: Number of partners applying innovative, data-driven solutions and inclusivity criteria to ensure meaningful livelihoods for all. [SPIRRF-E.2.2] _Baseline: 0;_ _Target: 15 (Ministries (5), Island Councils (5),_ CSOs _(3), Private sector (1), Academia (1));_ _Source:_ MED, MOF; _Frequency: Annually_ Indicator 1.2.2: Number of new enterprises contributing to lucrative value chains in blue, green and digital economies. [SPIRRF-4.1.1] _Baseline: 0;_ _Target:_ 2000, (70% _led by women, youth, recovering addicts, PWDs);_ _Source:_ UN, MOT, AGRONat, Polytechnic, MED _and Schools;_ _Frequency: Mid-term evaluation_			The agriculture and livelihood project successfully delivered two solar-backed cold storage units in Laamu Atoll , in collaboration with the Ministry of Fisheries and Agriculture and the Agro-National Corporation. The construction of the country's first fuel-efficient hybrid marine vessel for agricultural shipping is advancing well, with the hulls for the two prototype boats nearing completion. Additionally, the project has finalized the installation of solar-backed water-efficient irrigation systems in three locations. However, overall progress across RPs has been slow, despite the CO's active engagement with RPs management and technical staff. The primary bottleneck is attributed to unsuccessful procurement attempts in view of the Maldives insufficient vendor market base. In line with the agreement reached at Project Steering Committee (PSC) meeting held earlier in July , the CO engaged with all RPs and is currently working to reprogram activities that have not progressed. The main activities affected by reprogramming include the construction of the lab facility under Ministry of Fisheries Marine Resources and Agriculture and the rollout of the farm-to-plate initiative for SMEs with the Business Center Corporation. The inception workshop for the GFCR project took place in December 2023, delayed from the originally scheduled date due to the presidential campaign and election periods. However, working group meetings have been conducted, and efforts are underway with the	

				Ministry of Climate Change, Environment, and Energy to provide capacity enhancement grants to two nature parks in Addu and Fuvahmulah. The launch of coral-positive blue economy small grants to CSOs in these locations is expected to occur before the end of Q1 2024. Challenges and Mitigation Strategy Based on the lessons learned , it is evident that the adoption of innovative technologies like solar-backed cold storage units and water-efficient irrigation systems highlights the project's commitment to sustainability and resource optimization. However, challenges in procurement have slowed down the pace of the project implementation. The project is focusing on enhancing procurement strategy and conduct strategic planning with relevant RP, and possibly, provide capacity building for project stakeholder including all RPs.	
Pillar 2 – NRM and Climate Resilience	Output 2.1. Enabling environment and multi-sector engagement for carbon footprint reduction in priority sectors Indicator 2.1.1: Number of sectors integrating and implementing gender-sensitive sustainable practices, policies and strategies [SPIRRF-1.1.2] *Baseline: 0; Target: 7; Source: MoECCT; Frequency: Annually*	- President's Office (PO) - MoECCT - MoFMRA - MED - MOT - Ministry of Transport - MNPHI - National Disaster Management Authority (NDMA) - BCC	Regular: 360,000 Other: 34,890,000	A flagship program, funded by GCF and supported by UNDP, successfully concluded, focusing on restoring water security over the past 7 years. This effort ensured year-round water security for communities, stimulating livelihoods, and fostering economic activity, including tourism development. In collaboration with the LGA and the National Disaster Management Authority under the SIDS Joint Programme, the CO initiated two significant consultancies on disaster data and enhancing community	The Ministry of Environment's (MOE) POPs project team highlighted the challenges associated with delayed government action. Equipment has been procured, but project implementation is stalled due to the lack of finalized land allocation.

| Indicator 2.1.2: Percentage of Government sectors prioritized within NDCs for climate change adaptation and mitigation in planning, budgeting and financing mechanisms. [SP-1.1.1]
 Baseline: 0%; _Target: 100%;_ _Source: MoECCT;_ _Frequency: Annually_ | - SME Development Finance Corporation (SDFC)
 - AgroNat
 - FENAKA
 - STELCO
 - WAMCO
 - LGA
 - LCs
 - WDCs
 - CSOs
 - UNESCAP
 - UNDRR
 - UNEP
 - WHO
 - UNICEF
 - UNFPA
 - IFAD
 - UNDRR
 - WB
 - FAO
 - MPTF
 - UNCDF
 - Government of Japan
 - Japan International Cooperation Agency
 - GEF
 - GCF
 - GFCR | | engagement in local planning. The Accelerator Lab piloted participatory mapping in Maafaru island and Fuvahmulak city, generating citizen-generated data for localized adaptation and resilience . The CO also conducted the inaugural council innovation challenge, involving 12 councils in a 4-day training/pitching session .

 In the flagship government financing partnership with the Ministry of Finance, UNDP launched the bulk medicine procurement PIP . Leveraging UNDP's global health procurement services, this initiative brings high-quality medicines to Maldives at a lower cost, saving the government 62% in expenditure on essential medicines. This partnership symbolizes UNDP's commitment to the continuity of the Maldives' universal health insurance scheme, 'Aasandha,' and the achievement of SDG 3: Good Health and Well-being.

 The regional healthcare waste management project (HCWM) progressed with the delivery of 2 autoclaves and necessary IT equipment for 18 locations. The design of the HWCM facilities is finalized, and feasibility assessments are set for completion in November. Subsequently, the ITB for the construction of 4 lots will commence upon finalizing the feasibility for each lot. Additionally, the procurement of electric vehicles for the transport of healthcare waste has been completed, with project delivery expected by end of Q1 2024.

 Challenges | Changes in government and policies considered as setbacks, as evidenced by the challenges faced by projects

 Councils felt inadequately informed about project development (PDSAE & Reimagining Tourism) and often learned about projects after they had begun. They also expressed a desire for greater involvement in the projects

 Frequent delays in project completion were a source of concern for councils.

 Eg:

 Councils received requests to monitor projects from implementing agencies, but these requests often lacked proper documentation and context (e.g., project goals, timelines, budgets). |

| | | | | The GEF6 Chemicals and Waste project had been experiencing slow performance, with implementation risks discussed at the PSC Meeting, considering the project's scheduled end in 2024. The PSC recommended seeking an extension and advising on the appropriate duration. Meanwhile, UNDP's support to transport PCB (polychlorinated biphenyls) contaminated materials out of the country for safe disposal is in progress and has successfully secured clearances from all countries/governments where transit is proposed.

Regarding the new partnership on bulk medicine procurement, the first order of medicines has encountered significant delays due to roadblocks related to the political dynamics during the Presidential Election period. Nevertheless, the CO has demonstrated, through high-quality solicitation, significant cost-savings, indicating opportunities to scale up and establish this service line with the government.

The CO faced challenges formalizing the launch of its report on Climate Change and Migration due to limited opportunities for discussion with the relevant government counterpart not available during the election and campaign period. The CO intends to continue pursuing this with the Ministry of Environment in the coming year.

Mitigation Strategy

The country office has prioritized expediting the procurement processes for all projects, particularly the HCWM | The Endheri project exemplified a lack of transparency, as council members were not informed about project goals, activities, or planned outcomes prior to a site visit.

Community consultations revealed a persistent association of UNDP with the LECRED project. Despite having a huge budget, LECRED's focus on "soft components" with limited visibility led to a perception of a lack of tangible impact. This has cast a shadow on current UNDP initiatives in Laamu Atoll.

A critical limitation identified during field visits was the lack of accessiblility to the project data at the council level. While data may be collected during project implementation, it remains inaccessible to councils...Councils cannot leverage this valuable information to make informed |

			project and associated construction. In addition, NIM projects that are experiencing slow progress are being evaluated and remedial actions proposed through PSC meetings including project extensions. With the change in government and senior officials at all key partners, CO has prioritized introduction and rapport building opportunities which would enable faster decision making in implementation.	decisions and strategically address local needs<mark>.</mark>
	Output 2.2. Government institutions at national/sub-national levels have enhanced capacities to integrate DRM and climate adaptation and mitigation into development planning Indicator 2.2.1: Number of councils with Island Development Plans incorporating evidenced-based, gender-sensitive, climate-resilient DRR strategies and enhanced protection, governance and management of terrestrial and marine ecosystems. [SPIRRF-1.1.1] *Baseline: 10; Target: 60*; Source*: LGA; Frequency: Annually* Indicator 2.2.2: Production frequency of disaggregated early warning alerts, disaster preparedness, and climate change information and data. [SPIRRF-3.1.2] *Baseline: Non-existent*; *Target: Annual*; *Source: NDMA, MoECCT; Frequency: Annually*			Reported above	

	Output 2.3. Policies, regulatory frameworks, and capacities at national/sub-national levels strengthened for sustainable management of water and waste resources Indicator 2.3.1: Existence of regulatory frameworks for sound management and disposal of: [SPIRRF-4.1.2] - chemicals; - POPs; - waste. *Baseline: No; Target: Yes; Source: MoECCT; Frequency: Annually* Indicator 2.3.2: Number of islands supported by UNDP practicing gender-responsive, decentralised, sustainable waste and water resource management [SPIRRF-4.1.2] *Baseline: 12; Target: 52; Source: UNDP SGP, LGA; Frequency: Annually*			Output 2.3 The GCF-financed program, supported by UNDP and initiated 7 years ago, has facilitated the provision of safe water for 105,000 people in the Maldives. It has enabled the Government of Maldives (GoM) to ensure uninterrupted water supply and secure freshwater reserves by improving groundwater quality on 37 islands. The program has established mechanisms to ensure long-term resilience, sustainability, and protection of water resources in the Maldives . The program has implemented a decentralised and cost-effective dry season water supply system, benefiting over 73,000 people across 7 Northern atolls. It has provided access to safe water for households most in need, benefiting a total of 19,871 residents across 29 islands (9,432 females, 10,439 males) . Through the RWH system, UNDP has enabled the provision of 3,780 m3 of additional water storage in 25 islands, resulting in an annual cost reduction in dry period water provision totalling MVR 1.5 million. Similarly, the IWRM systems in 4 islands can provide 24-hour water service. (1038 characters) Challenges The GCF project has closed successfully and the final evaluation has rated the project as 'Moderately Satisfactory' with a few key recommendations pertaining to current and future operations and maintenance of the water systems. CO is working with the Government to develop	

			an action plan that would meet the requirements of the recommendations. Mitigation Strategy Based on the lessons learned and as part of the Final Evaluation, UNDP has committed in the management response plan to work with the GoM and relevant Ministries in order to address the above issues to ensure smooth transition of the project as well as sustainability.	
	Output 2.4. Increased engagement of CSOs and individuals on climate action Indicator 2.4.1: Number of CSOs implementing localized Programs on NRM, sustainable energy transitioning, conservation, and related areas. [SPIRRF-2.4.5] *Baseline: 77*; *Target: 152*; *Source: GEF- SGP*; *Frequency* Annually			ABOVE	

	Indicator 2.4.2: Percentage of LCs with Programs for community education, awareness and engagement for climate change action. [SPIRRF-4.1.1] _Baseline: Not available_; _Target: 20%_ ; _Source: LGA_; _Frequency: Annually_				
Pilar 3 - Anticipatory Governance	Output 3.1. Government's capacities at national/sub-national levels strengthened to effectively plan, finance, and implement development policies and strategies. Indicator 3.1.1: Extent of alignment of local development plans (LDPs) with long-term national development vision (NDP) which are also gender-sensitive and results-based. [SPIRRF-1.1.1] _Baseline: Long term NDP and mechanism not in place; Target: Long-term NDP in place and LDPs are fully aligned, gender-responsive and results-based; Source: MNHPI and LGA; Frequency: Annually_ Indicator 3.1.2: Number of financing frameworks, standards, instruments, and mechanisms developed and resourced at national/sub-national levels to mobilise public and private financing towards achieving SDGs and facilitating climate action [SPIRRF-2.1.3]. _Baseline: National (0), Island (0); Target: National (1), Island (20); Source: MoF; Frequency: Annually_	- PO - MNPHI - MoF - Ministry of Youth, Sports and Community Empowerment - MoECCT - NCIT - Ministry of Home Affairs - Ministry of Health - MFGSS - Attorney General's Office (AGO) - LGA - LCs - WDCs - Department of Judicial Administration (DJA) - Judicial Service Commission - National Counter Terrorism Centre - Elections Commission (EC) - Human Rights Commission of the Maldives (HRCM) - MBC	Regular: 360,000 Other: 7,490,000	3.1. The CO has strongly positioned itself as a key partner to the Parliament of Maldives, with the Parliament committing to institutionalize and co-finance the UNDP-initiated Practice Parliament program from 2024 onwards. The Parliament has also initiated a Disability and Inclusion Review of the institution with UNDP's technical support . In the September 2023 Presidential Election, the CO played a crucial role as a key partner of ECM. UNDP facilitated unassisted voting for the blind and visually impaired community of Maldives for the first time. Additionally, UNDP conducted various civic and voter education interventions , both on social media and through structured programs involving young people leading up to the Presidential Elections. Under the Economic Research Center (ERC) partnership established earlier in the year, a study on using novel data techniques to measure unemployment has been drafted and is currently awaiting government validation. An internal platform for consolidating labor market and FDI statistics has also been	Alignment with National Development Vision (Indicator 3.1.1): UNDP's flexible approach in the past has been helpful, but long-term sustainability requires consultation with the relevant stakeholders on future plans. While the Attorney General's Office (AGO) acknowledges successful collaboration with UNDP, there is a concern about aligning project activities with the new government's priorities. The strong partnership between UNDP and the LGA has resulted in improved development planning and capacity within local government institutions During consultations, LGA team emphasized the support provided by

				developed and handed over to the Ministry of Economic Development.	UNDP's technical support in developing development plans and island plans for the councils
		- Ombudsperson's Office on Transitional Justice - National Centre for Information Technology (NCIT) - Bar Council of Maldives (BCM) - Academia - Faith Based Organisations - CSOs - WHO - UNFPA - UNICEF - UNODC - ILO - IOM - OHCHR - UNWOMEN - UNESCO - Government of Japan - Government of Australia - Government of China - Government of UK - EU		**Challenges** Progress on gender equality, at an outcome level, has been challenged due to the ingrained systemic and structural obstacles. This is true for political participation of women, as well as in the trends regarding Sexual and Gender-based Violence and delivery of justice. While UNDP supports has enabled further sensitization and dissemination of policy advise in partnership with changemakers within the government and civil society, it requires political will and behavioural/attitudinal changes to make higher level breakthroughs. This was challenging in 2023 due to the high political intensity with the Presidential Elections. Key pieces of legislature pertaining to gender equality failed to be tabled and debated at the parliament, and political leaders were not always prioritizing the dialogue on internal party mechanisms to tackle gender issues at a micro level. **Mitigation Strategy** The CO will capitalize on its positioning in the government, especially with the Executive and the Parliament, to amplify gender advocacy and will support a review of the National Gender Equality Action Plan across multiple sectors of Government. To this end, the CO will engage in high level strategic dialogue, along with technical policy support, to trigger change from political parties to facilitate women's representation. The CO will also prioritize gender justice and	

				will engage with select courts and champions within the justice sector to bring tangible changes from a victim-centred approach. The CO sees a valuable opportunity to strongly position itself in this policy space with the EU funded Access to Justice Project that will be signed in February 2024.	
	Output 3.2. State capacities enhanced to digitalize public administration and service provision in an efficient and equitable manner Indicator 3.2.1: Number of interventions to implement the pillars[16] of national digital transformation; [SPIRRF-E.1.1] *Baseline: 0*; *Target: 5*; *Source: UNDP,NCIT*; *Frequency: Annually* Indicator 3.2.2: Number of digital solutions for: - Delivery and monitoring of public services - Citizen engagement for monitoring - Access to and protection of information - Legal identity and civil registration [SPIRRF-E.1.2]			3.2. .The CO has expanded its partnership with the Parliament of Maldives, initiating a joint exercise in 2023 to digitize and enhance the public petitioning system . The blueprint for this more accessible and interactive system is expected to be finalized by the end of this year. As part of UNDP's support for the digitalization of the judiciary, the internal workflow of the integrated court management system for the courts has been completed and piloted in the Civil Court since November 2023. The marriage registration portal , serving as a data hub for marriage and divorce statistics in the Maldives, has also been completed and is currently in use at the Magistrate Courts. In the realm of digital and anticipatory governance, UNDP, in partnership with the Attorney General's Office, supported the development of the first accessible website serving as a repository for all laws and regulations in the Maldives. Notably, the website integrated text-to-	Both AGO and DJA commend UNDP's support in digitalization efforts. UNDP's support for the digitalization initiative has yielded positive results, with all courts now equipped with audio/video conferencing capabilities that enhance accessibility and facilitate remote proceedings. The project demonstrates a commitment to long-term sustainability by extending beyond hardware provision. The development of Standard Operating Procedures (SOPs) strengthens internal governance and lays the groundwork for ongoing digitalization

---

[16] The five pillars of an inclusive, whole-of-society digital transformation as articulated by UNDP: Infrastructure; Government; Regulation; Business; People.

	Baseline: 0; Target: 4; Source: UNDP,NCIT; *Frequency: Annually*			speech functionality for the first time in the Maldives. Since its launch in November, the platform has garnered over 12,000 users, with the website being accessed 31,305 times. Challenges Digital governance holds untapped potential due to limited capacities, common understanding, or policies on data governance. It will be critical to address this need in 2024, especially with the new government in place. UNDP's efforts on digital transformation at the national level did not progress as a standalone offer beyond its support to the Justice sector. The integrated case management system for the Judiciary has encountered a number of delays in starting implementation and a new timeframe for completion of the system is being considered. Based on the lessons learned, the Governance Portfolio plans to focus its digital offer within the city space and local councils where it has been more successful.	efforts. UNDP's contribution of IT specialists provided DJA with crucial technical expertise, accelerating project implementation. However, a comprehensive evaluation is necessary to assess the project's long-term viability. A key factor influencing sustainability is the limited resource capacity within government and local councils. Future evaluations should consider how these resource constraints might impact ongoing maintenance, capacity building, and overall project sustainability. To address this challenge, UNDP can explore developing a sustainability plan with strategies to address potential resource challenges and ensure the continued effectiveness of the digitalization initiative. Additionally, exploring innovative financing mechanisms or partnerships could supplement resource availability and support

				long-term maintenance.
	Output 3.3. Strengthened rule of law (RoL), human rights and enhanced access to protection and justice Indicator 3.3.1: Number of gender-sensitive policy, legal, and regulatory frameworks on RoL, business and human rights and justice developed and rolled out [SPIRRF-2.2.1] *Baseline:0*; *Target: 4*; *Source:* DJA, BCM, AGO; *Frequency: Annually* Indicator 3.3.2: Number of people receiving legal aid including vulnerable groups [SPIRRF-2.2.3] *Baseline: 150 (2020); Target: 10,000; Source: UNDP; Frequency: Quarterly*			3.3. and 3.4 The Family Legal Clinic offers pro bono legal aid to survivors of domestic violence, gender-based violence, and sexual harassment, conducting 120 consultations for 86 clients between July and December 2023, mainly women . UNDP facilitated 3 Practice Parliament batches benefiting 74 women and 37 youth parliamentarians, fostering engagement between the judiciary and youth through programs like Judiciary for Junior (J4J), involving 35 participants, aiming to address youth unemployment and disenfranchisement. The Judicial Service Commission evaluated 102 Judges, promoting transparency and public trust. The first Maldives Women Judges Conference convened 22 women judges, discussing gender equality and diversity in the judiciary, inspiring more women to pursue legal careers . UNDP partnered with HRCM, launching the National Human Rights Defenders Programme, endorsing the Human Rights Investigation Regulation, and developing the Communications Strategy for the National Human Rights Commission . UNDP also supported HRCM in revising the manual for Human Rights Defenders (HRD) and forming the HRD network,	

				contributing to transparent investigations of human rights violations.	
				Challenges	
				Procedural delays were encountered in finalizing the capacity-building plan for the justice sector, specifically for the implementation of the Evidence Act, due to delays in partner responses. Subsequent to securing the endorsement of the capacity-building plan from justice sector partners, the procurement process for hiring an international expert to support the rollout of the Evidence Act through capacity-building and resource development was initiated. However, the procurement process faced setbacks due to substantial delays in receiving the required information and documents from partners.	
				Similarly, delays were also encountered in the commencement of public consultations for the Family Law legislative drafting. The delays were attributed to prolonged response times from partners, compounded by the concurrent election period. These factors contributed to the postponement of consultations, impacting the timeline of initiatives.	
				Mitigation Strategy	
				Based on the lessons learned the portfolio team plans to conduct additional bilateral discussions with partners on joint interventions in the justice sector to expedite the negotiation processes.	

				Lobby for the establishment of a body within the justice sector with representation from all key partners. This body will coordinate with UNDP on all rollout support and assist in quick decision-making.	
	Output 3.4. Inclusive civic space and effective participation of citizens, especially vulnerable groups in decision-making and in enhanced social cohesion. Indicator 3.4.1: Proportion of women contesting in local and parliamentary elections [SPIRRF-6.2.1] *Baseline:* TBC; *Target:* 40% each; *Source:* EC; *Frequency:* Per election cycle Indicator 3.4.2: Number of at-risk individuals reached through social cohesion and PVE interventions annually [SPIRRF-3.2.2] *Baseline:* 85 (2020); *Target:* 1,000 (constituting 15% PWDs, 15% youth-at-risk, 50% women); *Source:* UNDP; *Frequency: Annually*			ABOVE	Consultation meeting with the governance team highlighted the following • Decreased Political Participation: There are concerns about a decline in young people's willingness to participate in democratic processes. • Concerns remain regarding a lack of transparency and check-and-balance mechanisms. • Drug Policy: The current approach towards drug cases is considered

XXXII

| | | | | | ineffective. Emphasis should be placed on a long-term, holistic strategy for behavioural change.

Civic Engagement:

- Space for Youth Engagement: The importance of creating space for youth to participate in decision-making processes was highlighted.

Support for Vulnerable Groups:

- Drug Rehabilitation: The National Action Plan for drug rehabilitation identified as an area where UNDP can offer |

				further support.
				• Limited Support Capacity: Concerns exist regarding the lack of resources within the government agencies to adequately support vulnerable populations.
				• suggestion to explore funding allocation patterns across different governance programs, with a focus on vulnerable groups.

Regular: $1,080,000

Other: $50,110,000

Total: $51,190,000

Annex 8. Projects selected for deep dives

Thematic Key Area	Project Name	Thematic Relevance/Pillar	Coherence and Alignment	Location	Beneficiaries	Donor(s)	UNDP Gender Marker	Contribution to SDGs	Link to UNDP Strategic Plan	Implementation Modality	Project Classification	Evaluation Status
Inclusive, Sustainable, and Thriving Livelihoods - Economic Growth	INFF	Sustainable growth and Economic Development And Gender	CPD 1.1 - 1.1.1	Malé, Maldives	Ministry of Finance	Government of Italy	2	SDGs 5, 7, 8, 13, 9, 16, and 17	CPD 1.1	DIM	CO	Ongoing
Inclusive, Sustainable, and Thriving Livelihoods - Economic Growth	TAX FOR SDG	Sustainable growth and Economic Development	CPD 1.1 - 1.1.1	Malé Maldives	Ministry of Finance, Maldives Inland Revenue Authority	Government of Finland	2	SDGs 5, 7, 8, 13, 9, 16, and 17	CPD 1.1	DIM	CO	Ongoing
Sustainable Natural Resource Management and Climate Resilience	GEF6- SMC	Sustainable natural resource management and climate resilience	CPD 2.3	Greater Malé Region, Fuvahmulah City, Addu City	183,000 direct project beneficiaries	Ministry of Climate Change, Environment and Energy	GEN-2	SDG 1, 3, 5, 8, 9, 12, 14	CPD 2.3	DIM	CO	Ongoing
Sustainable Natural Resource Management and Climate Resilience	GCF WATER PROJECT	Sustainable natural resource management and climate resilience	CPD 2.3	Greater Malé Region, Noonu Atoll, and Laamu Atoll	301 direct beneficiaries	Green Climate Fund (GCF)	GEN-2	SDG 6	CPD 2.3	NIM good for comparison	CO	Ongoing
Anticipatory and Accountable	IGPI	Anticipatory and accountable governance for	CPD 3 (all sub outputs)	Malé Maldives	Government, CSOs, Judiciary and justice sector,	Australia, UK, Japan, Government cost-	2	SDGs 5,16	Signature Solution 2, Governance	DIM	CO	Ongoing

Thematic Key Area	Project Name	Thematic Relevance/Pillar	Coherence and Alignment	Location	Beneficiaries	Donor(s)	UNDP Gender Marker	Contribution to SDGs	Link to UNDP Strategic Plan	Implementation Modality	Project Classification	Evaluation Status
Governance for and by the People		and by the people	,SDG 5, SDG 16		Gender Ministry, Legal community, youth groups, Parliament	sharing , UNDP trust funds						
Anticipatory and Accountable Governance for and by the People	SID JP	DRR CCA and Emergency

And cross cutting | CPD 2.2 | Maldives | 301 direct beneficiaries | Joint SDG Fund | 2 | SDG 1 (1.5), SDG 5 (5.c), SDG 6 (6.b), SDG 10 (10.3), SDG 11 (11.b), SDG 13 (13.1,13.2,13.b), SDG 16 (16.7, 16.6) | CPD 2.2 | DIM | CO | Ongoing |
Emergency Response and Recovery	TRAINGULAR COOP (The COVID-19 Crisis Response and Recovery Project)	Emergency response and recovery	SDG 12	Maldives	Various stakeholders involved in COVID-19 response and recovery efforts	Government of China	GEN-2	SDG 5 ,7,18,13,9,16& 17	CPD 1.1	DIM	CO	Ongoing
Cross-Cutting	Re-Imagining Tourism	Sustainable development, economic diversification, climate action	COVID-19 IRRF Indicators SP-4, GE-1, DD-1	Laamu Atoll	Local communities, SMEs, protected area managers, tourism sector stakeholders	UNDP	GEN-2	SDG8, SDG10, SDG13, SDG14 and SDG15	CPD 2.3	DIM	CO	Ongoing
Gender	TAX FOR SDG	Sustainable growth and	CPD 1.1 - 1.1.1	Malé Maldives	Ministry of Finance, Maldives Inland	Government of Finland	2	SDGs 5, 7, 8, 13, 9, 16, and 17	CPD 1.1	DIM	CO	Ongoing

Thematic Key Area	Project Name	Thematic Relevance/Pillar	Coherence and Alignment	Location	Beneficiaries	Donor(s)	UNDP Gender Marker	Contribution to SDGs	Link to UNDP Strategic Plan	Implementation Modality	Project Classification	Evaluation Status
		Economic Development			Revenue Authority							
Gender	PDSAE	Sustainable Agriculture	CPD 1.2, 2.1	Maldives	500 individuals engaged in agribusiness	Government of Japan	GEN-2	SDG 2, 3, 5, 8,, 9, 11, 13	CPD 1.2, 2.1	DIM	CO	On

UNDP Outcome	Sub-Priority	Indicator	Indicator Number	Description	Projects
1. Inclusive, sustainable, and thriving livelihoods (UNSDCF Outcome #1)					
	Government capacities strengthened to formulate and implement policies that promote economic diversification and facilitate private sector engagement and investment	Number of policies implemented to support inclusive livelihoods, private sector growth, and innovation	Indicator 1.1.1	Development of policies for economic diversification, inclusivity, private sector engagement, and investment.	1. Operationalizing Integrated National Financing Framework (INFF) 2. Maldives Accelerator Lab 3. Tax for SDGs 4. Climate Finance Network 5. Selected initiatives hosted under Engagement Facility
		Status of implementation of BCC's Strategic Action Plan for MSME development	Indicator 1.1.2		
	Innovative development solutions ensure inclusive and meaningful livelihoods, contributing to Blue, Green, and Digital value chains for sustainable economic growth	Number of partners applying innovative, data-driven solutions and inclusivity criteria	Indicator 1.2.1	Strengthened blue, green, and digital value chains.	
		Number of new enterprises contributing to lucrative value chains in blue, green, and digital economies	Indicator 1.2.2		
2. Sustainable natural resource management and climate resilience (UNSDCF Outcome #3)					
	Enabling environment and multi-sector engagement for	Number of sectors integrating and implementing gender-	Indicator 2.1.1	Reduction in carbon footprint in priority sectors.	CPD Outcome 2:

UNDP Outcome	Sub-Priority	Indicator	Indicator Number	Description	Projects
	carbon footprint reduction in priority sectors	sensitive sustainable practices, policies, and strategies			1. Economic Empowerment and Development for SMEs project (SEEDS)
		Percentage of Government sectors prioritized within NDCs for climate change adaptation and mitigation	Indicator 2.1.2		2. Project for Developing Sustainable Agricultural Economy
	Government institutions at national/sub-national levels have enhanced capacities to integrate DRM and climate adaptation and mitigation into development planning	Number of councils with Island Development Plans incorporating evidenced-based, gender-sensitive, climate-resilient DRR strategies	Indicator 2.2.1	Enhanced capacities to integrate disaster risk management (DRM) and climate adaptation and mitigation into development planning.	3. UNDP-supported GCF-financed project "Supporting vulnerable communities in Maldives to manage climate change-induced water shortages"
		Production frequency of disaggregated early warning alerts, disaster preparedness, and climate change information and data	Indicator 2.2.2		4. UNDP-GEF financed project "Eliminating POPs through sound management of chemicals" (GEF-6) 5. UNDP-GEF financed project "Implementing Sustainable Low and non-Chemical Development in SIDS (ISLANDS-GEF7)"
	Policies, regulatory frameworks, and capacities at national/sub-national levels strengthened for sustainable management of water and waste resources	Existence of regulatory frameworks for sound management and disposal of chemicals, POPs, and waste	Indicator 2.3.1	Strengthened policies, regulatory frameworks, and capacities for sustainable management of water and waste resources.	6. Sustainable DRR/CCA and Mitigation in Maldives (SIDS Joint Program) 7. JSB Net Zero Emission (Climate Promise II)
		Number of islands supported by UNDP practicing gender-responsive, decentralised, sustainable waste and water resource management	Indicator 2.3.2		8. Improving urban waste management through the improvement of PET interception and disposal processes in greater Malé region 9. Maldives Resilient Reef Ecosystem and Economy for the Future (GFCR)
	Increased engagement of CSOs and individuals on climate action	Number of CSOs implementing localized Programs on NRM, sustainable energy transitioning, conservation, and related areas	Indicator 2.4.1	Increased engagement of civil society organizations, communities, and individuals on climate action.	10. Improvement of Infectious of Waste Management in Southwest Asia 11. GEF Small Grants Program 12. Improvement of Infectious of Waste Management in Southwest Asia
		Percentage of LCs with Programs for community education, awareness, and engagement for climate change action	Indicator 2.4.2		13. Reimaging Tourism
3. Anticipatory and accountable governance for and by the people (UNSDCF Outcome #4)					

UNDP Outcome	Sub-Priority	Indicator	Indicator Number	Description	Projects
	Government's capacities at national/sub-national levels strengthened to effectively plan, finance, and implement development policies and strategies	Extent of alignment of local development plans (LDPs) with long-term national development vision (NDP)	Indicator 3.1.1	Strengthened capacities to effectively plan, finance, and implement development policies and strategies.	CPD Outcome 3: 1. Integrated Governance Program Phase 2 (IGP II) 2. Integrated Governance Program Phase 3 (IGP III) 3. CHINA-UNDP Triangular Cooperation Response to COVID-19 project 4. Supporting the GoM to procure medicines at scale for driving efficiency gains, and to ensure financial sustainability of the Maldives Universal Health Coverage Scheme project
		Number of financing frameworks, standards, instruments, and mechanisms developed and resourced at national/sub-national levels	Indicator 3.1.2		
	State capacities enhanced to digitalize public administration and service provision in an efficient and equitable manner	Number of interventions to implement the pillars of national digital transformation	Indicator 3.2.1		
		Number of digital solutions for delivery and monitoring of public services, citizen engagement, access to information, and legal identity	Indicator 3.2.2	Digitalization of public administration and service provision in an efficient and equitable manner.	
	Strengthened rule of law (RoL), human rights, and enhanced access to protection and justice	Number of gender-sensitive policy, legal, and regulatory frameworks on RoL, business and human rights, and justice developed and rolled out	Indicator 3.3.1		
		Number of people receiving legal aid including vulnerable groups	Indicator 3.3.2		
	Inclusive civic space and effective participation of citizens, especially vulnerable groups in decision-making and enhanced social cohesion	Proportion of women contesting in local and parliamentary elections	Indicator 3.4.1		
		Number of at-risk individuals reached through social cohesion and PVE interventions annually	Indicator 3.4.2		

CPD Outcome 1:

5. Operationalizing Integrated National Financing Framework (INFF)
6. Maldives Accelerator Lab
7. Tax for SDGs
8. Climate Finance Network
9. Selected initiatives hosted under Engagement Facility

CPD Outcome 2:

10. Economic Empowerment and Development for SMEs project (SEEDS)
11. Project for Developing Sustainable Agricultural Economy
12. UNDP-supported GCF-financed project "Supporting vulnerable communities in Maldives to manage climate change-induced water shortages"
13. UNDP-GEF financed project "Eliminating POPs through sound management of chemicals" (GEF-6)
14. UNDP-GEF financed project "Implementing Sustainable Low and non-Chemical Development in SIDS (ISLANDS-GEF7)"
15. Sustainable DRR/CCA and Mitigation in Maldives (SIDS Joint Program)
16. JSB Net Zero Emission (Climate Promise II)
17. Improving urban waste management through the improvement of PET interception and disposal processes in greater Malé region
18. Maldives Resilient Reef Ecosystem and Economy for the Future (GFCR)
19. Improvement of Infectious of Waste Management in Southwest Asia
20. GEF Small Grants Program
21. Improvement of Infectious of Waste Management in Southwest Asia
22. Reimaging Tourism

CPD Outcome 3:

23. Integrated Governance Program Phase 2 (IGP II)
24. Integrated Governance Program Phase 3 (IGP III)
25. CHINA-UNDP Triangular Cooperation Response to COVID-19 project
26. Supporting the GoM to procure medicines at scale for driving efficiency gains, and to ensure financial sustainability of the Maldives Universal Health Coverage Scheme project

Annex 9. Proposed Structure for Office RBAP report 2023

Maldives Country Office Baseline Scenario

Grade	Total Headcount
D1	1
P4	1
NOC	3
NOB	1
NOA	4
G6	6
G5	2
G3	1
Total	**19**
NOC	1
IPSA10	1
Graduate	1
NOB	3
Grand Total	**25**
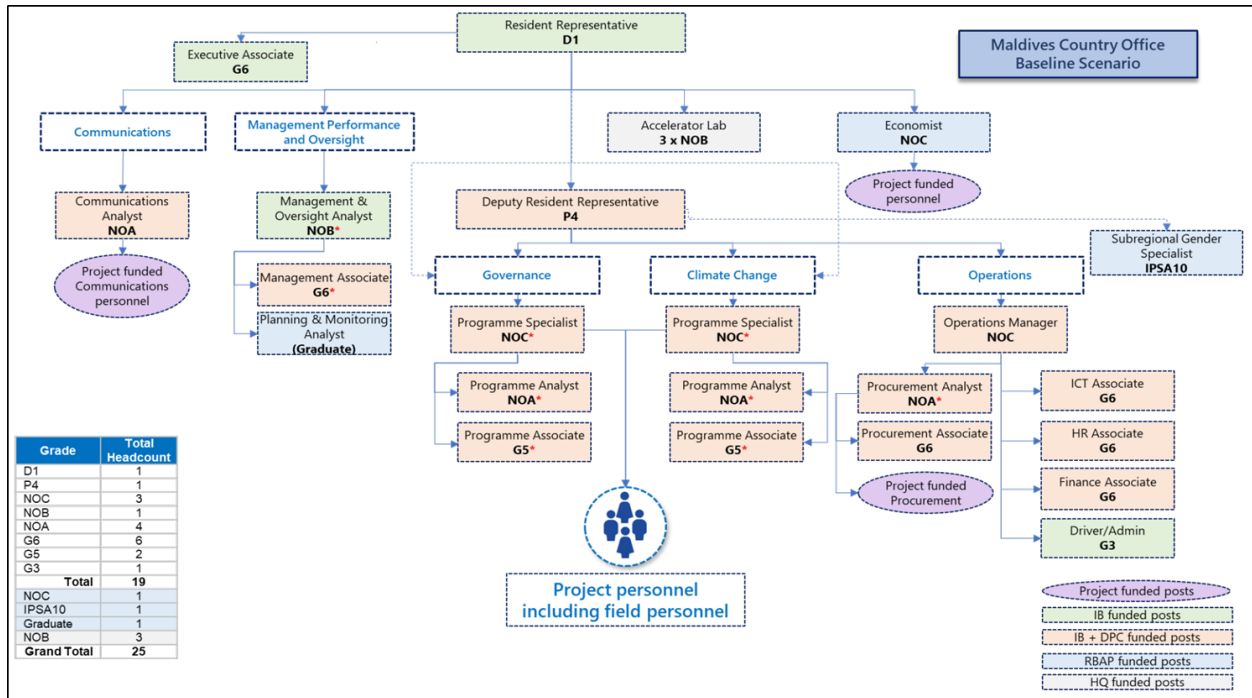
Annex 10. Mission Report

A. Questionnaire: Evaluation of CPD

Relevance and Adaptability

To what extent do you believe the CPD objectives align with the needs, priorities, and policies of the government, including national development goals, plans, and frameworks? Please provide specific examples or instances that highlight the alignment or misalignment of CPD objectives with government priorities.

How would you rate the strength of partnerships with the national government during times of national emergencies? Can you provide examples of how the UNDP promoted national ownership of proposed interventions during such emergencies? Share insights on the effectiveness of partnerships during crises and instances where national ownership was successfully promoted or faced challenges.

How do you think the chosen CPD modalities are supporting the delivery of the strategic level expected results?

Coherence

In your opinion, how well has the CPD strengthened the coherence of support by UNDP members and sought partnerships to enhance results across various sectors? Provide examples of successful collaboration or challenges faced in achieving coherence within the UNDP and leveraging partnerships for optimal results.

To what extent do you believe the UN system has promoted consistent policies across sectors, considering the multi-sectoral nature of social and economic development? Share your perspective on the effectiveness of UN policies in achieving coherence across different sectors. Provide examples or instances that support your assessment.

Effectiveness

From your experience, how effective has the CPD been in achieving the outlined results, especially for vulnerable populations? Can you highlight specific benefits for targeted individuals and institutions? Share your observations on the overall effectiveness of CPD interventions, focusing on tangible benefits and impacts, with a special emphasis on vulnerable populations.

In your view, to what extent has the CPD contributed to fundamental institutional, behavioral, and legislative changes critical for progress? Provide examples or instances that showcase the deeper impact of CPD beyond immediate results, emphasizing lasting institutional, behavioral, and legislative transformations.

Efficiency

How well do you think the CPD has prioritized activities based on needs and reallocated resources to align with changing priorities?

Share your insights on the efficiency of resource allocation within CPD. Provide examples of instances where priorities were effectively aligned with demand-side needs.

From your perspective, has the CPD contributed to reducing transaction costs for partners through greater UN coherence and discipline?

Discuss your observations on the efficiency gains achieved by CPD, particularly in reducing transaction costs for partners. Provide examples or instances that support your assessment.

Coordination/Coherence

In your experience, to what extent has the planning and coordination of the CPD efficiently contributed to coherent implementation and the achievement of indicators' targets? Share your views on the effectiveness of planning and coordination within CPD, highlighting instances of successful implementation and the achievement of targets.

How does UNDP support the UNSDCF common agenda with resident and non-resident organizations, through support to country team coherence across policy, Program and operations?

How successful do you believe the coordination between the national government and the UNdp has been in maximizing efficiency, coverage, and reaching vulnerable populations while minimizing overlaps? Provide insights into the success or challenges faced in coordinating efforts between the national government and the UNdp as well as broader UN system as the" integrator "of SDGs. Share examples of efficient support and coordination in this integrator role and instances where improvements are needed.

Orientation Towards Impact

To what extent do you think UNDP activities articulated in the CPD have driven progress towards or supported achieving Theory of Change outcomes? Share your perspective on the impact orientation of CPD, focusing on the contribution of UNDP activities to Theory of Change outcomes. Provide examples or instances that illustrate this impact.

In your opinion, how have UNDP activities stemming from the CPD strengthened economic and individual resilience and contributed to reducing vulnerability? Discuss your observations on the transformative impact of CPD interventions, particularly in reducing vulnerability and enhancing economic resilience. Provide examples or instances that support your assessment.

Sustainability

What mechanisms, in your view, has the CPD established to ensure socio-political, institutional, financial, and environmental sustainability? Share your insights on the sustainability mechanisms integrated into UNSDCF, considering various dimensions such as socio-political, institutional, financial, and environmental aspects.

How likely do you think national partners and stakeholders are to sustain progress towards the SDGs over time? Discuss your views on the likelihood of sustained progress towards the SDGs by national partners and stakeholders, providing insights into the long-term impact and viability of the UNSDCF.

A. Questionnaires for focus groups with the three CPD Portfolio leads:
These questionnaires are designed to facilitate in-depth discussions and gather valuable insights from focus group participants regarding their experiences, perceptions, and recommendations related to each pillar portfolio of the Maldives Country Program.

B. Focus Group Questionnaire for Social-Economic Portfolio:
Introduction:

Welcome participants and explain the purpose of the focus group.

Emphasize the importance of their input in evaluating the Social-Economic portfolio.

Discussion Questions:

a. Activities:

- What specific activities within the Social-Economic portfolio have you been involved in or affected by?
- How do you perceive the effectiveness of these activities in addressing socioeconomic challenges in Maldives?

b. Performance Evaluation:

From your perspective, how successful have the projects and activities been in achieving their intended outcomes?

Can you provide examples of positive impacts or changes resulting from these activities?

c. Challenges:

What challenges or barriers have you encountered in implementing or participating in Social-Economic projects?

How do these challenges affect the overall effectiveness of the projects?

d. Lessons Learned and Recommendations:

Based on your experiences, what lessons have you learned from participating in Social-Economic initiatives?

What recommendations do you have for improving the design and implementation of future projects to better address national development and SDGs based on needs?

Closing:

Thank participants for their valuable insights and contributions.

Encourage them to continue providing feedback and engagement in future initiatives.

C. Focus Group Questionnaire for Governance Portfolio:
Introduction:

Welcome participants and outline the objectives of the focus group discussion.

Stress the importance of their perspectives in evaluating governance initiatives.

Discussion Questions:

a. Activities:

Can you discuss your involvement in governance-related activities supported by the UNDP Maldives Program?

How do you perceive the relevance and impact of these activities in promoting democratic governance and institutional capacity?

b. Performance Evaluation:

In your opinion, how effective have these activities been in addressing governance challenges and fostering positive change?

Are there specific examples of successful governance interventions that you can share?

c. Challenges:

What challenges or obstacles have you encountered in participating in governance projects or initiatives?

How do these challenges affect the overall success and sustainability of governance efforts?

d. Lessons Learned and Recommendations:

Based on your experiences, what lessons have you learned from engaging in governance activities?

What recommendations would you propose to enhance the effectiveness of future governance initiatives and overcome existing challenges?

Closing:

Express gratitude to participants for their valuable contributions.

Encourage ongoing collaboration and dialogue to strengthen democratic governance in the community.

D. Focus Group Questionnaire for Resilience Portfolio:
Introduction:

Welcome participants and provide an overview of the focus group's purpose and objectives.

Highlight the significance of resilience-building efforts in addressing climate change and disaster risks.

Discussion Questions:

a. Activities:

Can you describe your involvement in resilience-building activities supported by UNDP Maldives?

How do you perceive the effectiveness of these activities in enhancing community resilience and adaptation to climate change and DRR?

b. Performance Evaluation:

From your perspective, how successful have these resilience projects been in achieving their intended outcomes?

Are there specific examples of positive changes or improvements resulting from these projects?

c. Challenges:

What challenges have you faced in participating in resilience initiatives or implementing resilience measures?

How do these challenges impact the resilience-building efforts in your community?

d. Lessons Learned and Recommendations:

Based on your experiences, what lessons have you learned from engaging in resilience activities?

What recommendations would you suggest to improve the design and implementation of future resilience projects for greater effectiveness?

Closing:

Thank participants for their valuable insights and contributions.

Encourage continued collaboration and community engagement in resilience-building efforts for a more resilient future.

E. Government Partner Questionnaire:

Relevance and Adaptability:

a. To what extent do you believe the CPD objectives align with the needs, priorities, and policies of the government, including national development goals, plans, and frameworks? Please provide specific examples or instances that highlight the alignment or misalignment of CPD objectives with government priorities.

b. How would you rate the strength of partnerships with the national government during times of national emergencies? Can you provide examples of how the UNDP promoted national ownership of proposed interventions during such emergencies? Share insights on the effectiveness of partnerships during crises and instances where national ownership was successfully promoted or faced challenges.

c. How do you think the chosen CPD modalities are supporting the delivery of the strategic-level expected results?

Coherence:

a. In your opinion, how well has the CPD strengthened the coherence of support by UNDP members and sought partnerships to enhance results across various sectors? Provide examples of successful collaboration or challenges faced in achieving coherence within the UNDP and leveraging partnerships for optimal results.

b. To what extent do you believe the UNDP has promoted consistent policies across sectors, considering the multi-sectoral nature of social and economic development? Share your perspective on the effectiveness of UN policies in achieving coherence across different sectors. Provide examples or instances that support your assessment.

Effectiveness:

a. From your experience, how effective has the CPD been in achieving the outlined results, especially for vulnerable populations? Can you highlight specific benefits for targeted individuals and institutions? Share your observations on the overall effectiveness of CPD interventions, focusing on tangible benefits and impacts, with a special emphasis on vulnerable populations.

b. In your view, to what extent has the CPD contributed to fundamental institutional, behavioral, and legislative changes critical for progress? Provide examples or instances that showcase the

deeper impact of CPD beyond immediate results, emphasizing lasting institutional, behavioral, and legislative transformations.

Efficiency:

a. How well do you think the CPD has prioritized activities based on needs and reallocated resources to align with changing priorities? Share your insights on the efficiency of resource allocation within CPD. Provide examples of instances where priorities were effectively aligned with demand-side needs.

b. From your perspective, has the CPD contributed to reducing transaction costs for partners through greater UN coherence and discipline? Discuss your observations on the efficiency gains achieved by CPD, particularly in reducing transaction costs for partners. Provide examples or instances that support your assessment.

Coordination/Coherence:

a. In your experience, to what extent has the planning and coordination of the CPD efficiently contributed to coherent implementation and the achievement of indicators' targets? Share your views on the effectiveness of planning and coordination within CPD, highlighting instances of successful implementation and the achievement of targets.

b. How does UNDP support the CPD's common agenda with resident and non-resident organizations, through support to country team coherence across policy, Program, and operations? How successful do you believe the coordination between the national government and the UNDP has been in maximizing efficiency, coverage, and reaching vulnerable populations while minimizing overlaps? Provide insights into the success or challenges faced in coordinating efforts between the national government and the UNDP. Share examples of efficient support and coordination and instances where improvements are needed.

Orientation Towards Impact:

a. To what extent do you think UNDP activities articulated in the CPD have driven progress towards or supported achieving Theory of Change outcomes? Share your perspective on the impact orientation of CPD, focusing on the contribution of UNDP activities to Theory of Change outcomes. Provide examples or instances that illustrate this impact.

b. In your opinion, how have UNDP activities stemming from the CPD strengthened economic and individual resilience and contributed to reducing vulnerability? Discuss your observations on the transformative impact of CPD interventions, particularly in reducing vulnerability and enhancing economic resilience. Provide examples or instances that support your assessment.

Sustainability:

a. What mechanisms, in your view, has the CPD established to ensure socio-political, institutional, financial, and environmental sustainability? Share your insights on the sustainability mechanisms integrated into the CPD, considering various dimensions such as socio-political, institutional, financial, and environmental aspects.

b. How likely do you think national partners and stakeholders are to sustain progress towards the SDGs over time? Discuss your views on the likelihood of sustained progress towards the SDGs by national partners and stakeholders, providing insights into the long-term impact and viability of the CPD.

F. Donor Financing Partner Questionnaire:

Relevance and Alignment:

a. How aligned do you perceive the objectives and priorities of the CPD with the broader development goals and strategies of your organization or donor country? Please provide specific examples or instances where the CPD objectives have aligned well or misaligned with your organization's priorities.

b. In your view, how effectively has the UNDP CPD responded to emerging global challenges and trends, such as climate change, technological advancements, and shifts in global economic dynamics? Discuss any instances where the CPD demonstrated adaptability to these challenges or areas where improvements are needed.

Effectiveness and Impact:

a. From your perspective, what evidence exists to demonstrate the effectiveness of UNDP interventions funded through the CPD in achieving their intended outcomes? Can you provide examples of successful projects or initiatives that have made a significant impact in targeted areas or communities?

b. How do you assess the overall impact of UNDP's work supported by the CPD on the sustainable development goals, particularly in areas such as poverty alleviation, gender equality, and environmental sustainability? Share insights into the tangible outcomes and transformative changes resulting from these interventions.

Partnership and Collaboration:

a. How do you evaluate the effectiveness of partnerships and collaboration between the UNDP and donor organizations in implementing CPD-funded projects? Discuss any successful partnership models or mechanisms that have facilitated efficient project delivery and maximized impact.

b. In your experience, how has the UNDP demonstrated transparency and accountability in managing donor contributions and reporting on project outcomes? Share your observations on the communication and reporting mechanisms used by the UNDP to engage with donor partners.

Financial Efficiency and Resource Utilization:

a. How do you assess the efficiency of resource utilization within the CPD-funded projects? Are there any areas where resource allocation could be optimized to enhance project outcomes and maximize value for money?

b. From your perspective, how effectively has the UNDP leveraged donor financing to mobilize additional resources and attract co-financing for CPD projects? Discuss any successful examples of resource mobilization strategies employed by the UNDP.

Monitoring, Evaluation, and Learning:

a. How satisfied are you with the monitoring and evaluation mechanisms used by the UNDP to track project progress and assess outcomes? Discuss any strengths or weaknesses you have observed in the monitoring and evaluation frameworks employed by the UNDP.

b. In your view, how well does the UNDP incorporate lessons learned from past projects and evaluations into the design and implementation of future initiatives? Share your perspectives on the organization's capacity for adaptive learning and continuous improvement.

Sustainability and Long-Term Impact:

a. What measures has the UNDP implemented to ensure the sustainability of CPD-funded interventions beyond the project lifecycle? Discuss any strategies or approaches adopted by the UNDP to promote institutional capacity-building and local ownership of development initiatives.

b. How confident are you in the long-term sustainability of the outcomes achieved through CPD-funded projects? Share your views on the potential for these interventions to catalyse lasting change and contribute to the achievement of sustainable development goals.

Recommendations for Improvement:

a. Based on your experience and observations, what recommendations would you offer to enhance the effectiveness and impact of future CPD-funded projects? Discuss any areas where the UNDP could improve its strategies, approaches, or partnership models to better meet the needs of beneficiaries and stakeholders.

b. Are there any specific challenges or barriers that you believe need to be addressed to ensure the success of CPD-funded projects in the future? Share your insights on potential obstacles and practical solutions for overcoming them.

This questionnaire aims to gather insights from donor financing partners regarding the relevance, effectiveness, partnership, financial efficiency, monitoring, sustainability, and recommendations for improvement of UNDP CPD-funded projects. Your feedback will be instrumental in shaping future programming and enhancing the impact of UNDP interventions.

Figure 1 Budget and expenditure breakdown by outcome and year, 2022–2024

Sum of Sum of Total Consumption								
Row Labels	2019	2020	2021	2022	2023	2024	(blank)	Grand Total
OUTCOME1	1,083,347.62			2,059,755.38	2,549,790.14	737,280.84		6,430,173.98
GEN1				435,455.43	626,784.96	26,940.79		1,089,181.18
GEN2				1,368,451.37	1,182,370.26	632,390.14		3,183,211.77
GEN3				255,848.58	740,634.92	77,949.91		1,074,433.41
(blank)	1,083,347.62							1,083,347.62
OUTCOME2	8,324,509.51			5,088,986.35	4,656,361.47	2,487,045.96		20,556,903.29
GEN1				3,065,782.64	5,334.04			3,071,116.68
GEN2				2,023,203.71	4,651,027.43	2,487,045.96		9,161,277.10
(blank)	8,324,509.51							8,324,509.51
OUTCOME3				685,117.60	395,983.98	307,307.97	-	1,388,409.55
GEN1				518,140.43	351,594.35	307,307.97		1,177,042.75
GEN2				166,977.17	44,389.63			211,366.80
(blank)							-	-
(blank)	25,544.59	7,017,556.10	8,077,136.72		909,114.29	49,868.91	2,192.90	16,081,413.51
GEN2					909,114.29	49,868.91		958,983.20
(blank)	25,544.59	7,017,556.10	8,077,136.72				2,192.90	15,122,430.31
Grand Total	9,433,401.72	7,017,556.10	8,077,136.72	7,833,859.33	8,511,249.88	3,581,503.68	2,192.90	44,456,900.33

Figure 2 UNDP country office staff by type of contract and gender

#	Employee Name	Contract Type	Gender	Assignment Status	Location	User Person Type
1	ATHIF, Shafag Naaz	FTA	F	ACTIVE	DS - Male, Maldives	Staff
2	Nazaha, Fathmath	FTA	F	ACTIVE	DS - Male, Maldives	Staff
3	ALI, Nooh	FTA	M	ACTIVE	DS - Male, Maldives	Staff
4	Shifaz, Ahmed	FTA	M	ACTIVE	DS - Male, Maldives	Staff
5	Rasheed, Yasmeen	FTA	F	ACTIVE	DS - Male, Maldives	Staff
6	Loona Moosa, Aishath	FTA	F	ACTIVE	DS - Male, Maldives	Staff
7	ABDUL SATTAR, Usaid	FTA	M	ACTIVE	DS - Male, Maldives	Staff
8	Fernando, Weerahannadige	FTA	M	ACTIVE	DS - Male, Maldives	Staff
9	Solih, Aysha	FTA	F	ACTIVE	DS - Male, Maldives	Staff
10	ABDULLA, Thuhufa	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
11	Ibrahim, Aminath	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
12	Ahmed, Mohamed Fizan	NPSA	M	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
13	HUSSAIN, Aishath Shadha	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
14	Shareef, Fathimath Hamna	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
15	Suneetha, Mariyam	FTA	F	ACTIVE	DS - Male, Maldives	Staff
16	MUSTHAFA, Fathimath	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
17	Gaveglia, Enrico	FTA	M	ACTIVE	DS - Male, Maldives	Staff
18	GAN, Pek Chuan	FTA	F	ACTIVE	DS - Male, Maldives	Staff
19	Asim, Mohamed Nabeeh	NPSA	M	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
20	Mohamed, Ahmed Naaif	NPSA	M	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
21	SHIBA, Mariyam	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
22	AHMED, Aishath Nayasheen	FTA	F	ACTIVE	DS - Male, Maldives	Staff
23	Lahfa, Fathimath	FTA	F	ACTIVE	DS - Male, Maldives	Staff

24	RIYAZ, Ahmed	FTA	M	ACTIVE	DS - Male, Maldives	Staff
25	SAEED, Shifa	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
26	MOHAMED, Soodha	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
27	SHAHUDH, Mohamed	FTA	M	ACTIVE	DS - Male, Maldives	Staff
28	AHMED SHAREEF, Rimaha	FTA	F	ACTIVE	DS - Male, Maldives	Staff
29	Ibrahim Didi, Fathimath	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
30	Shaheer, Adam	NPSA	M	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
31	Ali, Umar Mavee	NPSA	M	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
32	Shareef, Fathimath Yumnu	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
33	YASAARU, Ali	NPSA	M	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
34	Amani, Fathimath	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
35	RASHEED, Rizma	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
36	NISFA, Aminath	FTA	F	ACTIVE	DS - Male, Maldives	Staff
37	ABOOBAKURU, Munthaha	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
38	Riksiev, Abror	IPSA	M	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
39	MIFRAH, Ibrahim	NPSA	M	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
40	Rasheed, Aishath	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
41	ALI, Zulfeena	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
42	Ali, Shifna	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement
43	SHAHYM, Fazla	NPSA	F	ACTIVE	DS - Male, Maldives	Personnel Services Agreement

Figure 3 Evolution of Budget: Outcome 1

Accelerator Lab (outcome 1)							
						Budget	Expenditure
	2022	Acclab GOE				100,000	100,000
	2023	Acclab GOE				100,000	97,599
	2024	Acclab GOE				100,000	7,696
		Total				**300,000**	**205,295**
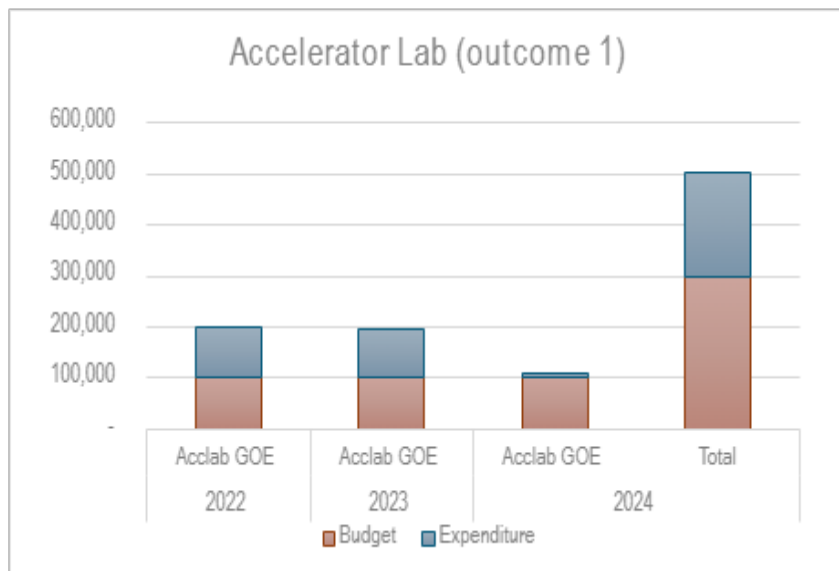
Figure 4 Evolution of Budget Outcome 3: IGP 111

IGP III

Year	Budget	Total consumption
2022	1,104,932.00	1,012,469.00
2023	1,612,581.68	1,338,912.10
2024	503,392.78	208,883.46

Figure 5 Evolution of Corruption Perception Index in Maldives 2022-2024

Year	Score
2020	43
2021	40
2022	40
2023	39
2024	NA

Figure 6 Funding Tracker 2022-2024

		Agreements signed													
		CPD RM													
Total RM	28,979,054	8,615,815				8,208,457				12,154,782					
CPD Ask	51,190,000.00	Outcome 1				Outcome 2				Outcome 3					
Carry over CPD-1	0	Sustainable and inclusive Growth				Resilience And Climate Change				Democratic Governance					
Balance		2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	
TRAC1		530,936	150,000	150,000	150,000									
TRAC2		50,000	100,000	150,000	75,000									
TRAC3		155,277	252,723	-	-									
Funding Window		21,712	180,344	81,000	-									04001 COVID RFF from Core Programme
TPCS	Global programme			100,000										INFF 2
TPCS	Global programme		80,000	70,000	150,000									Tax4SDG
VF	Montreal										35,000			Montreal
VF	GEF											327,000	1,21	Eliminating POPs through sound-UNDP-MDV-

									5,595	
VF	GEF							263,115	595,120	Implementing Sustainable Low &-UNDP-MDV-
VF	GEF							1,800,000	249,115	GBF EAS - AsiaPac8 - Maldives-UNDP-HQ-00
GF	MMA			66,667						
GF	MOF		5,583,402			303,066	500,000			Bulk Procurement
GF	DJA				38,970	64,964				IGP3
GF	Parliament					12,995				IGP3
GF	MDV Stock Ex		9,737							INFF portfolio
GF	CapMarketDA		8,011							INFF portfolio
GF	MED	20,560								INFF portfolio
GF	Central Bank		64,903							INFF portfolio
TPCS	UK			150,216	892,140	132,953	42,237			IGPE3 - received in Apr 2024, based on UN Operational Rates of Exchange dated 15 Apr 2024
TPCS	UK	100,000	100,000							CFN
TPCS	Japan							1,159,084		Climate Promise

Category	Name													Label
TPCS	Japan									2,750,000				SIDSII
TPCS	Norway							81,000						IGPE3
TPCS	Australia							202,493	423,444.34					IGPE3
TPCS	EU								5,443,995					AIM/IGP3
	UN							70,200						IGP3
Agency	WHO											535,225		HCWM co-financing
Pool fund	GFCR											1,518,148		GFCR
Pool fund	SDGFund										957,390			SDGFund
Pool fund	IRAF											499,990		CDRI
PS	Cocacola											250,000		Cocacola
PS	Maldives Stock Exchange				2,000									Econ
PS	HDC			63,328										Acclab
		757,925	883,627	6,380,381	593,882	-	931,110	854,676	6,422,671	2,750,000	4,214,589	3,130,363	2,059,830	

Project level rating scales

Project outcome rating scale	
Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.

Monitoring and evaluation rating scale	
Rating	Description
6 = Highly Satisfactory (HS)	There were no short comings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
3 = Moderately Unsatisfactory (MU)	There were no short comings; quality of M&E design/implementation exceeded expectations
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation

Implementation/oversight and execution rating scale	
Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation/execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation/execution met expectations

4 = Moderately Satisfactory (MS)	There were some shortcomings; quality of implementation/execution more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation/execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation/execution was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

Sustainability rating scale	
Rating	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

More detailed

Pillar 1: Inclusive Livelihoods

Context: Expanding and diversifying funding sources is crucial for sustainable development and economic growth, especially in supporting inclusive livelihoods.

Action: Engage with International Financial Institutions (IFIs) to support SMEs and explore innovative financing mechanisms.

Timeline: 6 months

Responsibility: Pillar Head - Inclusive Livelihoods

Implementation Steps:

- **Step 1:** Identify key potential private sector and SME partners (Month 1-2)
    - o **Resources Needed:** Research team, access to market data
    - o **Responsible Team:** Private Sector Engagement Team
- **Step 2:** Organize meetings and discussions with IFIs and SMEs to identify financing gaps (Month 2-3)
    - o **Resources Needed:** Meeting space, presentation materials
    - o **Responsible Team:** Funding Specialist, Engagement Team
- **Step 3:** Develop a strategy to broaden financing options, focusing on grants, loans, and blended finance models (Month 3-5)
    - o **Resources Needed:** Strategy development support, policy advisors
    - o **Responsible Team:** Funding Specialist, Finance Experts
- **Step 4:** Finalize and present the strategy to stakeholders (Month 5-6)
    - o **Resources Needed:** Stakeholder engagement plan, event hosting
    - o **Responsible Team:** Funding Specialist, Private Sector Engagement Team

Connection: Engaging with IFIs and supporting SMEs through innovative financing will enhance resource mobilization and create a more sustainable and inclusive development ecosystem, benefiting livelihoods across communities.

Pillar 2: Natural Resource and Climate Change Resilience

Context: Effective project implementation and planning are often hindered by coordination challenges among stakeholders.

Action: Design and implement coordination mechanisms to enhance collaboration among stakeholders involved in natural resource management and climate resilience.

Timeline: 5 months

Responsibility: Pillar Head - Natural Resource and Climate Change Resilience

Implementation Steps:

- **Step 1:** Conduct a stakeholder mapping exercise to identify key players (Month 1)

    o **Resources Needed:** Stakeholder database, analysis tools

    o **Responsible Team:** Institutional Development Specialist, Research Team

- **Step 2:** Design effective coordination mechanisms (e.g., joint working groups, task forces) (Month 2-3)

    o **Resources Needed:** Coordination framework, expert consultation

    o **Responsible Team:** Institutional Development Specialist, Capacity Building Team

- **Step 3:** Provide training to stakeholders on coordination mechanisms and roles (Month 3-4)

    o **Resources Needed:** Training materials, facilitators

    o **Responsible Team:** Capacity Building Team, External Trainers

- **Step 4:** Scale initiatives at the national level and conduct performance reviews (Month 4-5)

    o **Resources Needed:** Monitoring tools, feedback systems

    o **Responsible Team:** Capacity Building Team, Monitoring & Evaluation Unit

Connection: Improved coordination and capacity building among stakeholders will ensure effective implementation of natural resource and climate change resilience strategies, ultimately contributing to long-term environmental sustainability.

Pillar 3: Anticipatory Governance

Context: Inclusive governance and citizen engagement are essential for building democratic institutions and ensuring effective governance.

Action: Continue enhancing citizen engagement and support inclusive governance initiatives through targeted strategies.

Timeline: 5 months

Responsibility: Pillar Head – Anticipatory Governance

Implementation Steps:

- **Step 1:** Organize a series of policy dialogues on inclusive governance and economic policy (Month 1-2)

    o **Resources Needed:** Event organizers, policy experts

    o **Responsible Team:** Governance Team

- **Step 2:** Identify and secure funding for the citizen participation programs and inclusive governance strategies (Month 2-4)

    o **Resources Needed:** Funding proposals, partnership networks

    o **Responsible Team:** Governance Team

- **Step 3:** Develop and implement programs aimed at increasing citizen participation in governance (Month 3-4)

    o **Resources Needed:** Program design expertise, training materials

    o **Responsible Team:** Governance Team

- **Step 4:** Strengthen partnerships with civil society organizations and include them in governance reform initiatives (Month 4-5)

    o **Resources Needed:** Partnership frameworks, collaborative tools

    o **Responsible Team:** Governance Team, Partners

Connection: Empowering citizens and fostering inclusive governance will promote democratic participation and transparency, leading to more effective governance. Improved coordination will enhance synergies, avoid duplication, and maximize impact across all pillars.

Pillar 5: Advance Monitoring of Cross-Cutting Results for CPD Reporting

Context: Comprehensive monitoring of cross-cutting themes such as gender equality and the across cutting areas human rights and poverty alleviation is essential for programme success.

Action: Implement a thorough monitoring strategy for cross-cutting results.

Timeline: 5 months

Responsibility: DRR - Monitoring and Evaluation

Implementation Steps:

- **Step 1:** Design and implement monitoring systems for cross-cutting themes (Month 1-2)

    o **Resources Needed:** Monitoring tools, cross-cutting theme experts

    o **Responsible Team:** DRR

- **Step 2:** Develop reporting mechanisms and ensure regular data collection for CPD reporting (Month 3-4)

    o **Resources Needed:** Reporting templates, data collection tools

    o **Responsible Team:** DRR

- **Step 3:** Use findings for programme adjustments and improvements (Month 4-5)

    o **Resources Needed:** Data analysis tools, feedback loop mechanisms

    o **Responsible Team:** Monitoring and Evaluation Officer

Connection: Effective monitoring of cross-cutting issues will ensure that gender equality and other relevant themes are integrated into the programme, contributing to overall success and helping adjust strategies to improve impact.