UNDP Maldives CPD 2022 - 2026
Theory of Change

the Maldives is an inclusive, resilient, healthy, caring, tolerant, and skilled society where all people meaningfully participate in, contribute to and benefit equitably from sustainable cultural, economic and social development and environmental protection, leading to achievement of the 2030 Agenda and its SDGs.

1. Inclusive , sustainable and thriving livelihoods

By 2026, youth, women, and others at risk of being left behind, contribute to and benefit from inclusive, resilient, sustainable economic and human capital development, fostering innovation, entrepreneurship, and decent work.

2. Sustainable natural resource and climate

By 2026, national and sub-national institutions and communities in Maldives, particularly at-risk populations, manage natural resources and achieve enhanced resilience to climate change and disaster impacts, natural and human-induced hazards, and environmental degradation, inclusively and in a sustainable manner.

3. Anticipatory and accountable governance for and by people

By 2026 Maldives has strengthened decentralized and accountable governance under the rule of law where people are empowered, meaningfully participate in transparent and transformative processes for public policy and fully enjoy access to justice, public services, human rights, gender equality and women's empowerment in a tolerant and peaceful society.

CORE VALUES

1. Leave Noone Behind

Targeting and mainstreaming the most vulnerable groups: women, youth, persons with disabilities and the elderly

2. Human Rights Based Approach

Buidling capabilities of both duty bearers and rights holders

3. Commitment to Gender Equality

Positioning women as agents of change

4. Builds Resilience

Build capacities to anticipate and address interconnected and cascading risks

5. Integrated Approach

Leverage crosscutting enablers for a cohesive approach across outcomes that leads to systematic transformation and integrates achivement of multiple SDGs

INTERMEDIATE OUTCOMES

- The economy is more diversified, inclusive, and resilient to external shocks
- Meaningful linkages between tourism and other industries are in place
- A conducive landscape is in place for communities to diversify their livelihoods and economic opportunities
- Pro-poor and inclusive growth is promoted
- Together with a reformed public sector, with gender parity promoted, more decent jobs are created for all genders and ages, with an expanded and more resilient private sector
- The country adopts a greater focus on the circular economy, and opportunities for blue and inclusive growth are accelerated
- Greater access to affordable finance to stimulate entrepreneurship.
- Education and skills are relevant to the needs of the future economy

- Planning, and urban transition and infrastructure development is more risk-informed and climate resilient and considers the most vulnerable as well as environmental protection
- Disaster risk reduction and resilience to hazards, natural and man-made are factored into policy and development investments, and are improved at the national, atoll, and community levels
- More sustainable industrial production, tourism, agriculture and fishing
- Better protection of biodiversity and natural habitats through improved eco system services, and natural resources management including water security
- More sustainable means of waste management and enhanced focus on waste reduction
- People adopt more environmentally friendly practices and lifestyles
- Incentives are available for businesses and industries to transition to more sustainable practices as well as the blue economy
- Sustainable climate/environment financing streams are sourced and established to achieve change at scale.

- A comprehensive national vision for long-term sustainable and inclusive development is in place, building on the SAP, NSP and forthcoming NRRP
- Adequate financial and human resources are assured for ensuring access to non-discriminatory and accountable governance and justice.
- More integrated and linked systems bringing more efficiency to the system and minimise leakages and duplication
- Digital – technology-based approaches are adopted for delivery of social services.
- More meaningful and representative participation of rights holders in policy processes
- Inclusivity ensured in the implementation of laws and policies, particularly for people with disabilities, migrant workers and other vulnerable groups
- Enhanced capacity of civil society to contribute to policy development and democratic discourse
- Greater efforts made to promote a more cohesive and non-discriminatory society
- Laws, policies, and programmes to address gender inequality, women's rights and violence against women and girls are strengthened and upheld.
- Changes in gender-based attitudes and norms which perpetuate discrimination, inequality and are a key driver of violence

CROSS CUTTING THEMES

- Decentralization
- Future of Work
- SDG FInancing

KEY INTERVENTIONS

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

2. Innovative development solutions ensure inclusive and meaningful livelihoods contribute to Maldives' Blue, Green and Digital value chains for sustainable economic growth

1. Enabling environment and multi-sector engagement for reduction in carbon footprint in priority sectors

2. Government institutions at the national and sub-national levels have enhanced capacities to integrate disaster risk management and climate adaptation and mitigation into development planning

3. Policies, regulatory frameworks, and capacities at the national and sub-national level are strengthened for sustainable management of water and waste resources

4. Increased engagement of civil society organizations communities and individuals on climate action

1. Government's capacities at the national and sub- national level strengthened to effectively plan, finance, and implement development policies and strategies

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

3. Strengthened rule of law, human rights and enhanced access to protection and justice

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

ENABLERS

- Digitalization
- Innovation
- Development FInancing

SOLUTION PATHWAYS

Limited inclusive and sustainable employment and livelihood opportunities

- Absence of an economic diversification strategy
- Lack of systematic efforts to address barriers to gainful employment faced by women, persons with disabilities, persons recovering from substance abuse and mental health conditions
- Absence of conducive environment for private sector growth
- Skills mismatch and low investment in human capital development

Low climate resiliency

- Lack of incorporation of sustainability considerations into development planning
- Over-reliance on imported fossile fuel
- High resource footprint
- High frequency of climate induced events
- Limited incentives and pathways to transform key sectors to be low carbon

Weak national and sub-national capacities to ensure equitable and effective access to sustainable development

- Lack of a long term national development plan
- Limited fiscal space
- Weak accountability and transparency
- Limited opportunities for effective and inclusive citizen participation in policy making
- Weak evidence-based, gender mainstreamed, risk informed (environmental, social, economic and political) planning and budgeting
- Absence of effective targetting of social services

UNDERLYING CAUSES

Economic growth fuelled by "enclave" tourism model

Legacy of elitist capture of political and economic space and opportunities

Lack of clear identification and delination of most vulnerable groups

Shifting national development priorities with election cycles

Legacy of weak accountability resulting in impunity

Centralized planning and decision making

Weak horizontal and vertical coordination of development efforts

Challenging geo-political location

Geographic dispersion and vulnerabilities

ROOT CAUSES

EXTERNAL ASSUMPTIONS

- Political stability
- Long term national vision for development
- National development priorities are aligned with the SDG Agenda
- National partners and stakeholders (government and civil society) has institutional capacities for effective development implementation
- Strong partnership between all development actors
- Government and other development stakeholders are willing to continue partnerships with UNDP
- Effective decentralization remains as a national priority

INTERNAL ASSUMPTIONS

- UNDP is able to mobilize funding for interventions
- UNDP is able to secure expertise needed for roll out of interventions
- UNDP is able to be agile in responding to changes in the external environment
- UNDP is able to streamline and integrate project design and implementation
- UNDP is able to deliver results in a timely manner

EXTERNAL RISKS

- Highly politicized, competing national visions
- Extremist ideaology leads to internal conflict and violence
- Failure to successfully promote inclusive development, tolerance and respect for diversity leads to violent extremism
- Targeting, limiting and closing human rights organisations
- Democratic space is occupied by non-moderate political actors
- Lack of access to quality data prevents accurate targeting of policy measures
- Low accountability/ transparency provides space for corruption and rent seeking
- Regional politics affecting in national affairs
- Vulnerabities, disruption, damage and losses due to extreme climate events

INTERNAL RISKS

- Inadequate human resources to match ambition
- Dilution of efforts through small projects that does not have significant impact or is linked to overall programme
- Ad-hoc support - Inability to mobilize resources
- Lack of coordination, prioritization and mandate creeping