

A. COVER PAGE

1. Fund Name: Joint SDG Fund

2. MPTFO Project Reference Number

3. Joint programme title

Operationalizing Integrated National Financing Framework in the Maldives to prioritize and mobilize financing for Climate Action and Quality Social Service Delivery to accelerate the achievement of Agenda 2030.

4. Short title

Operationalizing Integrated National Financing Framework (INFF) in the Maldives

5. Country and region: Maldives, South East Asia

6. Resident Coordinator

Ms. Catherine Haswell, catherine.haswell@un.org

7. UN Joint programme focal point

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Ms. Adji Vera Romana Hakim, vera.hakim@undp.org

8. Government Joint Programme focal point

Ms. Mariyam Manarath Muneer, Ministry of Finance, mariyam.manarath@finance.gov.mv

9. Short description:

This Joint Programme contributes to the operationalizing of an Integrated National Financing Framework (INFF) process in the Maldives. The JP seeks to (a) strengthen the core system of governance of planning and financing and (b) to mobilize and improve the targeting of financing towards two long term development priorities. The two development priorities are (i) climate action and (ii) reforms required to deliver quality, equitable, gender responsive and sustainable social services. The overall goal is that the population benefits from increased climate resilience and quality social services.

Complementing the ongoing Development Finance Assessment (DFA), the JP will support financing needs assessments and costing exercises to estimate the SDG financing gap taking account the impact of the ongoing Covid-19 crisis on the Maldives SDGs. The JP will also consolidate the existing institutional arrangements into a full-fledged, gender balanced, INFF Oversight Committee. The JP will support capacity building for the INFF oversight committee to strengthen the core functions and to improve its effectiveness.

10. Keywords:

INFF,
Financing Strategy,
Climate Finance,
Social Equity,
LNOB,
DFA,
Equality

11. Overview of budget

Joint SDG Fund contribution	USD , 931,634.02
Co-funding PUNO Contribution	USD , 540,900
TOTAL	USD , 1,472,534.02

12. Timeframe:

Start date	End date	Duration (in months)
July 2020	June 2022	24 months

13. Gender Marker:

Score of 2

14. Participating UN Organizations (PUNO) and Partners:

14.1 PUNO

- Convening agency: UNDP, Ms. Adji Vera Romana Hakim, Deputy Resident Representative, vera.hakim@undp.org
- Other PUNO:
 - UNICEF: Ms. Yosi Echeverry Burckhardt, Deputy Representative, yeburckhardt@unicef.org
 - UNFPA: Ms. Shadiya Ibrahim, Assistant Representative, ibrahim@unfpa.org
 - WHO: Dr Shushil Dev Pant, Medical Officer (Public Health), pants@who.int

14.2 Partners

- National authorities:
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 - Ministry of National Planning and Infrastructure: Ms. Fathimath Niuma, Deputy Minister, fathimath.niuma@planning.gov.mv
 - Ministry of Foreign Affairs: Dr. Ali Naseer Mohamed, Secretary, Multilateral ali.mohamed@foreign.gov.mv
 - Policy Office of the President's Office: Ms. Aminath Shauna, Secretary, aminath.shauna@po.gov.mv
 - Parliament's Public Finance Committee: Mr. Mohamed Nashiz, Chair of Public Accounts Committee, People's Majlis, mp.mohamed.nashiz@majlis.gov.mv
 - Auditor General's Office: Mr. Ahmed Salih, Performace Audit Department, solih@audit.gov.mv
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- National Bureau of Statistics: Aishath Shahuda, Chief Statistician, aishath.shahuda@stats.gov.mv
- Local Government Authority: Mr. Mohamed Shafeeg Mahmood, Chief Executive Officer, ceo@lga.gov.mv , 7772662
- Ministry of Economic Development: Mr. Ahmed Ifthikhar, Director, ahmed.ifthikhar@trade.gov.mv
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- Ministry of Education: Fathmath Azza, Director General, azza@moe.gov.mv
- Ministry of Higher Education: Ms Khadeeja Adam, Minister of State for Higher Education, khadeeja.adam@mohe.gov.mv
- Ministry of Gender, Family Protection and Social Services (incl. NSPA): Ms Fathimath Yumna, Deputy Minister, yumna@gender.gov.mv
- Maldives Pension Administration Office (MPAO): Ms. Sujatha Haleem, Acting CEO & COO, sujatha.haleem@pension.gov.mv
- Maldives Capital Market Development Authority: Ms. Fathimath Abdulla Kamaaluddheen, Acting CEO, Director General, Head of Market Development Department, f.kamaludeen@cmda.gov.mv
- Maldives Fund Management Corporation (MFMC): Mr. Mohamed Mujah Muneer, Head of Investment and Portfolio Management, mujah.muneer@mfmc.mv
- Civil society organizations:
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 - Maldives Association of Travel Agents and Tour Operators (MATATO): Mr. Abdulla Suood, President, usha@matato.org
 - Maldives Association of Construction Industry (MACI): Mr. Jaufar Easa Adam, Executive Board Member, Contact Number 7771388, secretariat.maci@gmail.com , admin@maci.org
- Private sector:
 - Maldives Fund Management Corporation (MFMC): Mr. Hassan Manik, Managing Director, Contact Number: 778565, hassan.manik@mfmc.org

- Morteza Capital: Mr. Ghaly Murthala, Managing Director, ghaly.murthala@mortezacapital.com
- International Financial Institutions
 - World Bank Group: Winston Percy Onipede Cole, Lead Governance Specialist – Financial Management, wcole@worldbank.org
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- Other partners:
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 - UNESCAP: Mr Arman Bidarbakhtnia, Head, Statistical Data Management Unit (SDMU), bakhtnia@un.org , Tel: (66-2)288-1615
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SIGNATURE PAGE

SIGNATURE PAGE

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<p>Participating UN Organization (lead/convening) UNDP Ms. Akiko Fujii</p> 	<p>Date: 18th March 2020</p> 
<p>Participating UN Organization UNICEF Dr. M. Munir A. Safiedin</p> 	
<p>Participating UN Organization WHO Dr. Arvind Mathur</p> 	
<p>Participating UN Organization UNFPA Ms. Shadiya Ibrahim</p> 	

B. STRATEGIC FRAMEWORK

1. Call for Concept Notes: SDG Financing (2/2019) – Component 1

2. Programme Outcome [pre-selected]

- Additional financing leveraged to accelerate SDG achievement (Joint SDG Fund Outcome 2)

3. UNDAF Outcomes and Outputs

Outcome 3: By 2020, citizen expectations for voice, sustainable development, the rule of law and accountability are met by stronger systems of democratic governance

Output 3.3: By 2020, mechanisms and frameworks are developed to promote inclusive and sustainable growth, economic diversification, social protection and improved employment conditions for vulnerable groups

4. SDG Targets directly addressed by the Joint Programme

3.1 List of goals and targets

SDG 1 (No Poverty) Target 1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

SDG 3 (Good Health and Well-being) Target

3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all

3.c Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States.

SDG 5 (Gender Equality) Target

5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and empowerment of women and girls at all levels

SDG 7 (Clean Water and Sanitation) Target

7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.

SDG 9 (Industry, Innovation and Infrastructure) Target

9.a Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States.

SDG 10 (Reduced Inequalities)

Target 10.b Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing

countries, in accordance with their national plans and programmes. Total resource flows for development, by recipient and donor countries and type of flow (e.g. official development assistance, foreign direct investment and other flows)

SDG 13 (Climate Action)

Target 13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities

SDG 15 (Life on Land)

Target 15.a Mobilize and significantly increase financial resources from all sources to conserve and sustainable use biodiversity and ecosystems

SDG 16 (Peace, Justice and Strong Institutions)

Target 16.6 Develop effective, accountable and transparent institutions at all levels

SDG 17 (Partnership for the Goals)

Target 17.3 Mobilize additional financial resources for developing countries from multiple sources.

Target 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

3.2 Expected SDG impact

The JP aims to anchor climate action and gender responsive and equity focused social sector service delivery at the heart of national financing agenda in order to address sustainability and leave no one behind elements of the Agenda 2030. It is expected that this will result in more sustainable financing for these areas which will generate long term development benefits to vulnerable population groups (women, unemployed and at-risk young men and women, migrant labour, elderly, vulnerable children and populations living in remote communities with high exposure to climate induced disasters).

The JP will have an impact on the achievement of SDGs by enabling additional financial resources and by increasing the efficiency and effectiveness of current resources. The JP will steer broader institutional reforms related to the governance and architecture of financing. This is expected to contribute to (i) building cross-government coordination to achieve greater coherence across public and private financing policies (ii) ensuring their alignment with sustainable development priorities and (iii) monitoring the impact of financing policies and reforms including the differentiated impact on women and men.

5. Relevant objective(s) from the national SDG framework

The Strategic Action Plan of the Government of Maldives (the Maldives medium term national development plan) has five sectors; (i) Blue economy – outlines economic priorities and how it will be delivered in a sustainable manner, (ii) Caring state – outlines priorities relevant to social progress, (iii) Dignified families – outlines priorities that address inequality and needs of disadvantaged groups, (iv) Jazeera dhiriulhun – outlines priorities relevant to community infrastructure and services including climate resilience (v) Good governance – outlines key governance reforms. Each sector is composed of several sub-sectors. There are 33 sub-sectors in the SAP. The JP contributes to the sectors, Caring state and Jazeera dhiriulhun. Key policy targets it contributes to are:

- Policy Target: By 2023, at least USD 10 million new private investments leveraged for low emission and adaptation measures.
- Policy Target: By 2023, reduce budgetary deviations to 15% of the Approved Budget
- Policy Target: By 2023 70% of the most eligible are benefitted from a harmonized social protection mechanism
- Policy Target 4.3: By 2023, cost of essential medicines reduced by at least 33% compared to 2018 level

6. Brief overview of the Theory of Change of the Joint programme

The theory of change is centered on putting into effect a successful INFF process in the Maldives. The process seeks to (a) strengthen the core system of governance of planning and financing and (b) to mobilise and improve the targeting of financing towards two long term development priorities. The two development priorities are (i) climate action and (ii) reforms required to deliver quality, equitable, gender responsive and sustainable social services.

The overall goal is that the population benefits from increased climate resilience and quality and equitable social services. The JP aims to increase the likelihood of Maldives achieving SDG targets relevant to climate action (Goals 2, 6, 7, 11, 14, 15) and social services (Goals 2, 3, 4, 5, 7, 10). To achieve the goal, two outcome pathways are evident:

- The first outcome pathway is to have more financing available through mobilization of a broadened/diversified financing base (inclusive of private sector actors, non-traditional donors) and by unlocking fiscal space through improving efficiency of public sector spending for improving wellbeing outcomes for women and men. This is achieved through an integrated financing strategy that is based on reliable financing estimates taking into account the impact of the Covid-19 crisis on the economy and the population.
- The second outcome pathway is to achieve quality in the delivery of financing through prioritization and alignment of investments with long-term national development priority areas including climate action and social sector reform to meet the needs of women and men. This is achieved through a strengthened institutional architecture that brings in the necessary coordination between national planning and financing processes and coordination of the various financing policies and reform initiatives involving public finance, ODA, climate finance and private finance actors. The quality of delivery will be further improved through strengthened monitoring of investments and assessment of impact of public and private financing on women and men. The quality of delivery of financing is expected to improve through stronger dialogue and collaboration on financing policy between government and other non-state stakeholders.

7. Trans-boundary and/or regional issues

The JP is not addressing any specific regional or trans-boundary issues, but can be described as building on and learning lessons from similar support by UN agencies in the South Asia and Asia-Pacific region as well as globally.

C. JOINT PROGRAMME DESCRIPTION

1. Baseline and Situation Analysis

1.1 Problem statement

Maldives is a Small Island Developing State (SIDS) with a Middle-Income Country (MIC) status. It is amongst countries in the high human development category (Maldives' HDI value for 2018 was 0.719). However, key vulnerabilities and inequalities affect the country's ability to achieve the ambitious Sustainable Development Goals (SDGs). The population of 400,000 is sparsely spread across 187 inhabited islands. This makes quality service delivery challenging and costly. Inequalities based on spatial disparities, income, age, disability and gender have persisted despite an impressive growth trajectory. The Multidimensional Poverty Index (MPI, 2019) data for the Maldives show that almost one third of the population is multidimensionally poor. This is higher for female children, elderly, disabled and those living in some parts of the atolls. The country experiences economic vulnerability due to the economy's high dependence on tourism. In 2018, tourism sector accounted for 24.3% of GDP.¹ The ongoing Covid-19 pandemic has exposed the economy's exposure to external shocks. A recent ADB report shows that Maldives amongst the top 3 countries in the Asia region to be hardest hit by the global crisis.² Preliminary forecasts by the Government show that the projected GDP growth rate of 7.5% for 2020 could drop within a range between 0.5% to -5.6%.³ As one of the lowest lying countries in the world (over 80 per cent of the land area of Maldives is less than one meter above mean sea level), climate change is an existential threat. Recently, 62 percent of all inhabited islands and 45 percent of tourist resorts reported severe beach erosion. Climate stresses negatively impact livelihoods, particularly those of women who depend on natural resources.

The problems associated with the financing context in the Maldives relate to (a) availability of financing and (b) the alignment of financing to address the stated inequalities and vulnerabilities impacting the Maldives progress on the SDGs.

a. Narrowing scope of available development financing

Domestic public finance: Due to the government's increased spending and borrowing practices, the Maldives continues to face large and growing public debt and a high current account deficit. The IMF estimates that the 2018 fiscal deficit is 4.3 percent of GDP, compared to 3 percent of GDP in 2017, and publicly guaranteed debt increased to over 70 percent of GDP in 2018.⁴ The IMF debt sustainability assessment categorizes Maldives as having a high risk of debt distress. The impact of the Covid-19 crisis will worsen the medium-term fiscal risks as projected tourism sector revenues are likely to fall. In addition to the tightening fiscal space, the public sector spending is characterized by inefficiencies which impacts service delivery. For example, Maldives spends 10% of the GDP on health but public health programmes continue to be underfunded, and the health expenditure for preventive care is less than 1%. The health expenditure review led by WHO demonstrated major inefficiencies in pharmaceutical procurement (pharmaceuticals spending as a share of overall health sector spending has increased from 17% in 2011 to 22% in 2015 and to 32% in 2017). Similarly, recent evaluations of key social protection schemes by UNICEF show

¹ National Bureau of Statistics 2018.

² Asian Development Bank. 2020. The Economic Impact of the COVID-19 Outbreak on Developing Asia.

³ Maldives Macroeconomic Update: Novel Coronavirus outbreak, Ministry of Finance

⁴ International Monetary Fund. 2019. Maldives 2019 Article IV Consultation—Press Release; Staff Report; And Statement by The Executive Director for Maldives. IMF Country Report No. 19/156.

that all schemes fail to reach their intended beneficiaries and that 75 percent of the vulnerable population are not benefiting from the schemes. Another problem in public sector finance is the practice of line budgeting which limits budget tracking and budget scrutiny for effectiveness and gender responsiveness. For example, a recent exercise showed that national budget accounted for only 35% of total climate financing investments.⁵ This limits the Government’s ability to advocate and leverage climate finance from other sources.

International public finance: Since the Maldives’ graduation to MIC status in 2011, the Overseas Development Assistance (ODA) flows have fluctuated. In 2010, Maldives received a net ODA of US\$ 111.7 million.⁶ The net ODA dropped to US\$ 22.7 million in 2016 but it has gradually increased since then, and in 2018 reached US\$ 119.1 million.⁷ These trends show the uncertainties associated with international public finance flows.

Private sector resources: The private sector and state-owned enterprises (SOEs) resource base remains largely untapped with respect to SDG financing. Initial consultations with private sector stakeholders for the ongoing Development Finance Assessment (DFA) indicated that the private sector role in development finance is limited due to challenges that affect investments in general: limited legal protection, administrative red-tape, and unclear messaging on investment priorities of the Government. As for SDGs financing, they indicated the lack of articulation of a portfolio targeted for private financing, lack of incentives and innovative instruments tested to attract private capital, and the limited platforms for public-private dialogue. The latter relates to the limited effectiveness of existing government-led bodies such as the business council, trade facilitation committee and the Public Private Partnership (PPP) steering committee.

b. Lack of alignment of financing with national development and SDG priorities

At the time of the launch of the SDGs agenda in 2015 and in the period up to 2019, the Government of Maldives did not have a national development plan which undermined efforts to identify and or align national SDG priorities. A performance audit by the Auditor General’s Office noted that the overall progress on the preparedness for implementation of SDGs was slow and recommended that the Government identify the gap between available public resources and the total amount of resources required for the implementation of SDGs.⁸ The lack of articulation of national SDG priorities and the estimation of financing needs limited the scope for alignment of financing with the SDGs. The current administration has developed a medium-term development framework, the Strategic Action Plan (SAP) for the period 2019-2023. This has created a window of opportunity to revisit the country’s SDG agenda and now taking into account the impact of Covid-19 on Maldives SDGs trajectory.

Alignment of financing with SDGs is also weak due to the limited institutional structures and capacities that exists to build coherence between financing initiatives, policies and reforms into a strategic approach that contributes to sustainable development. Currently coordination and monitoring of financing activities are fragmented across various ministries. The Ministry of Finance currently coordinates public finance and ODA related to International Financial Institutions (IFIs) and multilateral development banks (MDBs). ODA related to climate finance is directly coordinated by the Ministry of Environment. Other bilateral and multilateral ODA are coordinated by the Ministry of Foreign Affairs through its newly

⁵ ME, (2019), Maldives First Biennial Update Report to the United Nations Framework Convention on Climate Change, Maldives: Ministry of Environment

⁶ The World Bank Data

⁷ OECD DAC data

⁸ Auditor General’s Office. 2019. Performance Audit of Preparedness of Implementation of Sustainable Development Goals. Government of Maldives.

established Aid Management and Coordination Committee. Private sector development and investment promotion is led by the Ministry of Economic Development while tourism related investments are coordinated by the Ministry of Tourism. The role of the new planning ministry is still unclear as to building the link between development planning and financing.

1.2 SDGs and targets

The table below indicates the main targets relevant to the Joint Programme (JP). The JP will both contribute to the progress of the targets as well as the measurement/tracking of several targets for the Maldives. Progress will be measured using the SDG baseline report published by the National Bureau of Statistics and progress will be measured against planned baseline update report. Where baseline data does not exist, the JP will estimate baseline under activities in Output 1.1 and Output 1.2 and progress at the end of the JP implementation period. Progress on these targets will also be tracked during the proposed mid-term and final evaluation of the JP. The targets identified in Table 1 relate to overall financing reforms that will be supported under the JP and SDG targets relevant to the thematic focus areas of the JP on social service delivery and climate action.

Table 1 – JP contribution to SDGs		
Goal	SDG Target	Relevance to the JP
SDG 1	Target 1.b: Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions. Indicator: Proportion of government recurrent and capital spending going to sectors that disproportionately benefit women, poor and vulnerable groups	Output 1.2
SDG 3	Target 3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all. Indicator: 3.8.1 Coverage of essential health services (defined as the average coverage of essential services based on tracer interventions that include reproductive, maternal, newborn and child health, infectious diseases, non-communicable diseases and service capacity and access, among the general and the most disadvantaged population) Target 3.c: Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States. Indicator: Health worker density and distribution	Output 1.2 and Output 2.1
SDG 5	Target 5.c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and empowerment of women and girls at all levels. Indicator: Systems to track and make public allocations for gender equality and women’s empowerment	Output 1.2 and Output 2.1
SDG 7	Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix. Indicator: Renewable energy share in the total final energy consumption	Output 2.1 and 2.2
SDG 9	Target 9.a: Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least	Output 2.1 and Output 2.2

	developed countries, landlocked developing countries and small island developing States. Indicator: Total official international support (official development assistance plus other official flows) to infrastructure.	
SDG 10	Target 10.b: Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes. Indicator: Total resource flows for development, by recipient and donor countries and type of flow (e.g. official development assistance, foreign direct investment and other flows)	Output 2.1 Output 2.2
SDG 13	Target 13.b: Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities. Indicator: 13.b.1 Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth and local and marginalized communities	Output 2.1
SDG 15	Target 15.a: Mobilize and significantly increase financial resources from all sources to conserve and sustainable use biodiversity and ecosystems. Indicator: Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems.	Output 2.1 and Output 2.2
SDG 16	Target 16.6: Develop effective, accountable and transparent institutions at all levels. Indicator: Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)	Output 2.1 Output 3.1
SDG 17	Target 17.3: Mobilize additional financial resources for developing countries from multiple sources. Indicator: Foreign direct investments (FDI), official development assistance and South-South Cooperation as a proportion of total domestic budget. Target 17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships. Indicator: Amount of United States dollars committed to public-private and civil society partnerships	Output 2.1, Output 2.2, Output 3.2

1.3 Stakeholder mapping and target groups

The Maldives is currently implementing the inception phase of INFF. This includes the set up of a DFA/INFF oversight team, the launch and implementation of the DFA exercise and the development of an INFF roadmap. The DFA will map the existing financing landscape, finance policies and institutional structures of the Maldives and the INFF roadmap will outline the steps that the country needs to undertake to operationalize the INFF in the Maldives. The current DFA/INFF oversight team has been created as a governance and coordination mechanism to oversee the DFA/INFF inception phase (see Table 3 in Section 3.1 for its current composition). The oversight team has endorsed the scope of the DFA, it will validate the initial and final findings of the DFA and the steps that need to be taken to strengthen an integrated approach to financing. The latter will form the INFF roadmap. The oversight team is currently supported by a technical team that leads the overall management of the DFA process and contributes to the data collection and analysis process. The oversight team is also responsible for enhancing the dialogue on the INFF process in the Maldives.

Under the JP, the current oversight team will be consolidated into a full-fledged gender balanced INFF Oversight Committee as the current scope of the oversight team is limited to the DFA and INFF roadmap development process. The INFF Oversight Committee through support from the JP will have the mandate to lead the process of operationalising the INFF in the country. They will provide substantive guidance, convene stakeholders and guide the implementation of the INFF Roadmap and other INFF reform initiatives, including the design of a National Integrated Financing Strategy (JP Output 2.1). A key role of the INFF Oversight Committee would be to identify differential impacts of policies and financing decisions on women and men, gender equality and women's empowerment.

The chair and co-chair of this INFF Oversight Committee is represented by the Ministry of Finance and the Ministry of National Planning and Infrastructure respectively. The two ministries will be the main government partners for the JP (see Figure 1, below). Other key members of the INFF oversight committee would provide substantive inputs, guidance and facilitation of JP activities. This currently includes the Policy Office of the Office of the President, which is currently overseeing the implementation of the five year national development framework; the SAP; oversight bodies such as the Parliament's Public Finance Committee; and the Auditor General's Office. The Office of the President also oversees technical and data input from the Maldives Monetary Authority (central bank); the National Bureau of Statistics; and the Local Government Authority that is coordinating the ongoing decentralization reforms, which includes fiscal decentralization and greater autonomy to local councils to raise financing for island level service delivery.

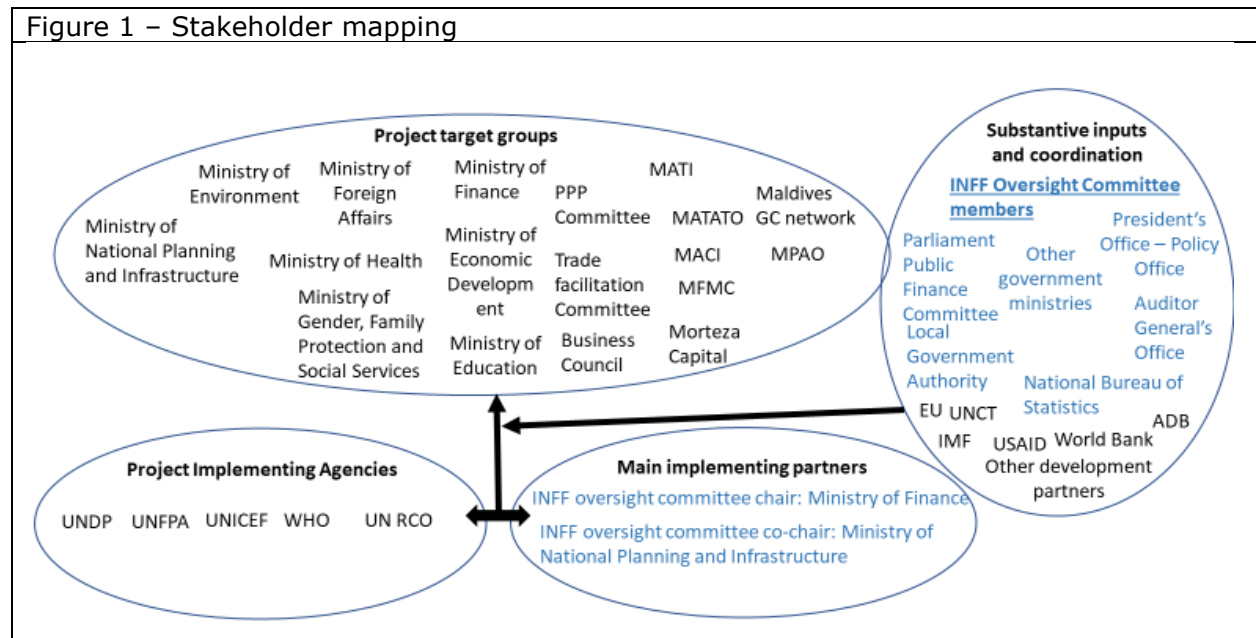
The JP activities target a range of ministries including the Ministry of Finance; the Ministry of National Planning and Infrastructure; Ministry of Foreign Affairs, which has recently launched a new aid coordination mechanism; the Ministry of Economic Development; Ministry of Environment; Ministry of Health; Ministry of Education; Ministry of Higher Education; and the Ministry of Gender, Family and Social Services.

Similarly, the JP activities target private sector partners including those represented in the government facilitated platforms such as the business council, trade facilitation committee, and the public-private partnership (PPP) committee. Project activities coordinated with private sector entities that have investment initiatives such as the Morteza Capital (private investment fund); the state-owned enterprise Maldives Fund Management Corporation (MFMC); Maldives Pension Administration Office (MPAO); Maldives Capital Market Development Authority; and other business associations such as the Maldives Association of

Tourism Industry (MATI), MATATO and Maldives Association of Construction Industry (MACI). Project activities also aim to target the Maldives Global Compact network that is currently being registered in the Maldives.

Discussion with key development partners, IFIs and MDBs such as the World Bank, ADB, IsDB and USAID has already been initiated to map the ongoing and pipeline projects to leverage areas relevant to the JP. JP interventions that support national budget processes (JP Output 2.2) will be closely coordinated with the World Bank, USAID and EU. These are the key partners that are supporting the ongoing Public Finance Management (PFM) reform process of the Government. For example, UNICEF is currently partnering with the Ministry of Finance to provide technical advice to the planned, World Bank-assisted, Performance Expenditure Review (PER) to assess efficiency gains in the social service sector spending. Similarly, the ADB is currently assisting the Government in reforming the governance of SOEs in order to generate efficiency gains that would benefit the overall fiscal space if implemented in a rights-based manner. The JP PUNOs will collaborate closely with the World Bank on these reform initiatives. Other reforms supported by the partners related to PFM consist of cash and debt management strategy, medium term fiscal framework development, transition to programme based budgeting and tax reforms. UNDP has conducted direct consultations with ADB and IsDB on building in their role for implementing the proposed capacity development support to private sector actors and climate finance advocacy activities in the JP Output 2.2. Both ADB and IsDB have reviewed the draft proposal and the dialogue is ongoing to reach a concrete partnership by the time of the JP roll out.

On revisiting the national SDGs agenda, the Government is working with UNESCAP to mobilise capacity building support to update the SDG baseline data to determine Maldives SDG performance status. UNDESA is providing support through the UN Resident Coordinator’s Office (RCO) to undertake a partnership landscape assessment for implementing and accelerating SDGs in the Maldives. This assessment will conclude with a National Partnership Training Workshop that will aim to complete this stakeholder mapping process for SDGs implementation and financing. The partnership landscape assessment of Maldives is expected to be completed at the end April 2020.

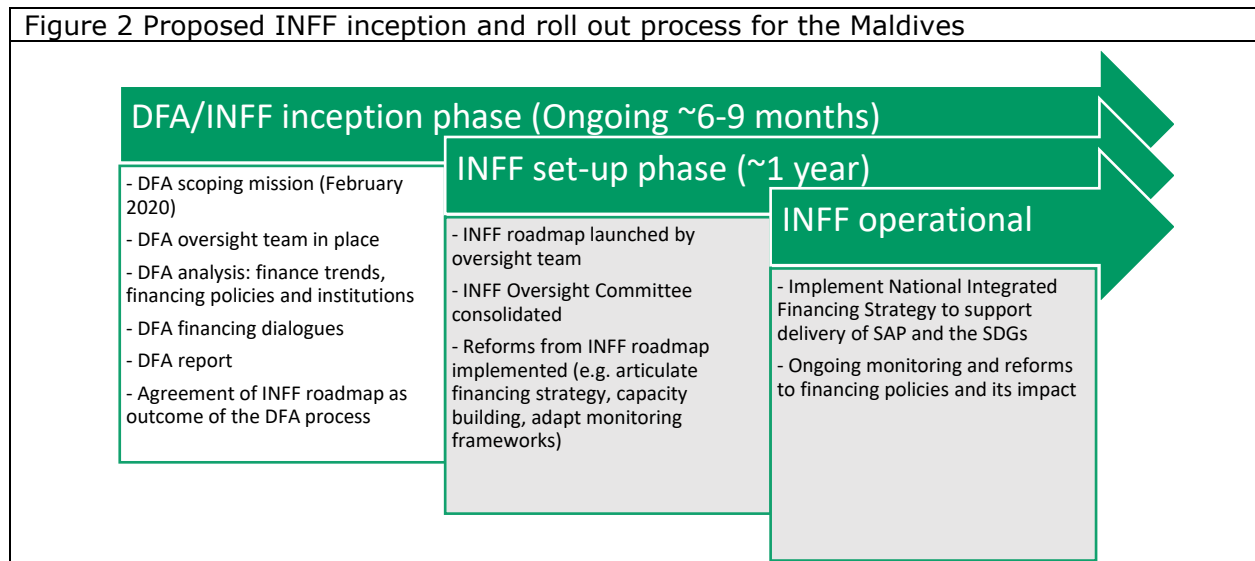


2. Programme Strategy

2.1. Overall strategy

The Maldives is currently implementing the inception phase of INFF process to address the challenges on development financing. The JP will build on the DFA/INFF inception phase and aims to implement the INFF set up phase and operationalization phase (see highlighted sections in Figure 2 below).

The inception phase of the DFA/INFF process consists of the set up the existing DFA/INFF oversight team, the completion of the DFA and the development of the INFF roadmap. The DFA will compile data and information on financing needs and trends, current policy, and institutional structures used to carry out planning and finance policy functions and examine in greater depth the financing priorities, challenges and opportunities to take a more holistic approach to planning and financing. It will draw together the work being done on these issues by various national and international actors. The INFF roadmap will outline the steps that will be taken to operationalise the INFF in the country.



The JP's first support area (See section 2.3 below, - JP outcome 1 and outcome 2) will build on the ongoing DFA which is expected to be completed in July 2020. Complementing the DFA, the JP will support financing needs assessments and costing exercises to estimate the SDG financing gap taking account the impact of the ongoing Covid-19 crisis on the Maldives SDGs performance. The costing exercises will cover the long-term investments needed for achieving the SDGs associated with climate action (Goal 2, 6, 7, 11, 14, 15); and social services (Goal 2, 3, 4, 5, 7, 10). The costing will innovatively apply a human resource investment and gender lens. A methodology that builds the capacity of the government to undertake periodic costing will be prioritized. Once the financing gap is accurately assessed, (UN framework for the immediate socio-economic response to COVID-19 considered in the process), the JP will support the development of a National Integrated Financing Strategy articulating the financing solutions.

The second support area of the JP (See section 2.3 below, JP 3) will build on the institutional process that has been initiated with the set-up of the DFA/INFF oversight team. The JP will consolidate this institutional arrangement into a full-fledged, gender balanced, INFF Oversight Committee. The JP will support capacity building for the INFF oversight committee to strengthen the core functions and to improve its effectiveness.

The JP is expected to unlock transformation in two ways. First, the JP will steer broader institutional reforms related to the governance and architecture of financing. This is expected to contribute to (i) building cross-government coordination to achieve greater coherence across public and private financing policies (ii) ensuring their alignment with sustainable development priorities and (iii) monitoring the impact of financing policies and reforms including the differentiated impact on women and men. The second transformation envisaged in the JP is to anchor climate action and gender responsive and equity focused social sector service delivery at the heart of national financing agenda. This will enable more sustainable financing for these areas which will generate long term development benefits to vulnerable population groups (women, unemployed and at-risk young men and women, migrant labour, elderly, persons with disabilities, vulnerable children and populations living in remote communities with high exposure to climate induced disasters) to advance the SDGs in the Maldives.

The JP brings strong complementarity to a range of interventions that are ongoing led by the government, and supported by other development partners. These include:

- Revisiting of the national SDG prioritization process based on results of key ongoing exercises. This includes the ongoing mapping exercise to identify the coverage, level of alignment of SDGs in the SAP, the planned baseline update exercise for SDG indicators led by the National Bureau of Statistics with support from the UNESCAP and the planned UN Mainstreaming, Acceleration and Policy Support (MAPS) mission to the Maldives and the ongoing SDG partnership landscape assessment funded by UNDESA.
- On-going PFM reforms including transitioning to programme based budgeting, debt and cash management strategy, the medium-term fiscal framework, public expenditure reviews and climate finance tracking initiative. The Ministry of Finance – jointly with the World Bank- is already planning a Performance Expenditure Review (PER) to assess efficiency gains in the social service sector spending, UNICEF will provide technical advice to this exercise.
- Ongoing national response to the Covid-19 crisis. This includes stimulus packages rolled out by the Government to mitigate the impacts of the Covid-19 crisis particularly impacting SDGs and vulnerable groups, the resources mobilized from international partners to strengthen emergency healthcare and the proposed UN support to conduct a socio-economic assessment and recovery planning including a rapid livelihood assessment that has been launched by UNDP at the request of the Government.
- The recently launched Maldives climate financing framework which outlines a portfolio of climate related projects, the ongoing parliamentary debates on the climate change bill, the operationalising of the Maldives Green Fund and other financing schemes and instruments for upscaling renewable energy.
- Coherent and effective implementation of newly ratified legislation related to the fulfilment of rights, including the Child Rights Protection Act, the Juvenile Justice Act, the Domestic Violence Act, the Gender Equality Law and the draft Education Bill, the draft Statistics Bill and other important justice reforms which will have a direct implication for the SDG financing strategy development.

The JP strategy brings together four important and new elements to the Maldives development financing agenda:

- It aims to bring climate action and gender responsive and equity-based approach to public investments in the social sectors to the forefront of the INFF agenda in the Maldives. Historically, national development narrative and associated investments are closely tied to economic development and infrastructure. The JP aims to rebalance development and to increase prioritization of planning and investments to achieve equity and resilience above and beyond economic growth to allow the

Maldives to make greater progress on the overall SDGs. This is more pertinent given the potential large-scale impact that the ongoing Covid-19 crisis will have on the Maldives economy and its population including the vulnerable groups.

- The JP addresses a key aspect of financing that has not been systematically addressed in the past i.e the architecture and governance of financing. While many IFIs and bilateral donors (including USAID and EU) support the PFM reforms and macro-economic strategies, those reforms have been largely ad hoc and do not form part of a larger strategic approach across financing as a whole. Through this JP, the UN will for the first time become an actor to support the country's development financing agenda and is well positioned to address the key gaps in institutional reforms that are needed to consolidate a holistic and integrated approach to financing.
- The current implementation of the DFA/INFF inception phase together with support from the JP will facilitate the recognition and role of the private sector in delivering national development and SDGs. The JP will strengthen existing platforms/forums to enable regular and effective dialogue with the private sector and civil society to strengthen coordination and trust between the government and domestic and international private sector representatives.
- The JP will apply a human capital development and capacity building lens to all proposed costing exercises and investment need identification. The costing exercises and the development of the National Integrated Financing Strategy will include a human capital development plan that mobilizes resources for skill development in social service provision. This includes investments in expanding skills, the human resource pool and reducing reliance on foreign labour, increasing opportunities for unemployed women and young people. The JP will also prioritize costing methodologies that allow easy adoption by the government to undertake periodic costing in the future.

The JP aims to build on the ongoing SDG relevant mapping and reporting exercises to revisit the Maldives SDG agenda- particularly in the context of the impact of the Covid-19 crisis that is affecting the broader economy with spill-over effects on various vulnerable groups. From the launch of the SDGs in 2015 through the end of 2019, there has been limited focus on tracking progress against the SDGs. The initial 2015 baseline for SDG indicators was only partially completed and the baseline updates have not been carried out. This has now been planned for mid-July 2020 by the National Bureau of Statistics. The performance audit by the Auditor General's Office on the Maldives preparedness for implementing the SDGs highlighted the gaps in coordination, data gathering and the assessment of financing requirements. While the new government has formed a Ministry of National Planning and Infrastructure, and the SDGs coordination unit within the Ministry is trying to develop its coordination role and link with the national planning functions, the capacity of the technical team within the National Planning Section and the SDGs coordination unit is limited (a total of four staff). The JP therefore aims to revive the coordination processes and build institutional capacity to bring SDGs to the center of the country's development and financing agenda and take advantage of the "Decade of Action" to support the Maldives in advancing on the Agenda 2030. Furthermore, the project aims to accelerate the delivery of SDG targets in Table 1 through improved prioritization, monitoring, measurement, tracking and reporting. It is expected that the JP will contribute to SDG targets relevant to climate action (Goal 2, 6, 7, 11, 14, 15); and social services (Goal 1, 2, 3, 4, 5, 7, 10).

The UN is well positioned to play a key role in facilitating the overall reform that is being envisaged in the JP, i.e. to strengthen the medium to long term national planning processes, prioritization of SDGs within the national planning process, and facilitating its

alignment with financing. The UN has supported several initiatives in this regard including the current support for the DFA/INFF inception phase. Similarly, the UN has provided technical support to the preparation of the five-year national planning development framework, the SAP. The UN is currently providing capacity building support to the Government to roll out and monitor the SAP. The UN is further supporting a mapping exercise of the SAP to understand the coverage and level of alignment of SDGs in the SAP. The UN also plans to support SDG prioritization exercises with the SDG Coordination Unit of the Ministry of National Planning and Infrastructure. Through these initiatives and the development of this joint proposal, UN has facilitated meetings and dialogue to build the coordination and working relationship between the two core ministries; the Ministry of Finance and the Ministry of National Planning and Infrastructure.

As the only resident development partner (other than few overseas diplomatic presences) in the country, the UN agencies are well positioned to leverage their presence to facilitate continued dialogue, capacity building, and advocacy for institutional/longer term reform. It is also well placed to bring together the support of the non-resident IFIs and the relevant donors to deliver their assistance on financing in a coordinated and strategic manner.

The UN agencies bring together existing expertise, lessons from other countries and tools to effectively deliver the INFF process in the Maldives. UNDP Maldives has already tapped the existing in-house expertise, country experiences, and tools on DFA and INFF roadmap formulation through collaboration with the UNDP Bangkok Regional Hub and the UNDP global Finance Sector Hub (FSH). UNDP Maldives will also be able to accelerate the efforts of the global UNDP climate promise initiative to leverage advocacy with a broader range of stakeholders to mobilize additional climate finance for the Maldives. WHO has been supporting Member States to develop and strengthen health financing systems guided by the 2011 World Health Assembly Resolution. WHO will facilitate bringing expertise beyond WHO for high quality technical assistance from Alliance for Health Policy and Systems Research and also WHO Collaborating Centers in the areas of health financing and beyond. UNFPA has existing technical expertise on population projection with age and gender responsive costing exercise including the intergenerational transfer account which provides a coherent accounting framework of economic flows from one age group or generation to another. UNICEF has global expertise in the area of Public Finance for Children which will be mobilized for the JP. Furthermore, being the leading voice for the implementation of the child-related SDG indicators and being the custodian of 7 SDGs and co-custodian for another 10 indicators, UNICEF is well positioned to provide technical expertise towards this JP.

The Government of Maldives medium term national development plan, the SAP outlines priorities within five sectors; (i) Blue economy – outlines economic priorities and how it will be delivered in a sustainable manner, (ii) Caring state – outlines priorities relevant to social progress, (iii) Dignified families – outlines priorities that address inequality and needs of disadvantaged groups, (iv) Jazeera dhiriulhun – outlines priorities relevant to community infrastructure and services including climate resilience (v) Good governance – outlines key governance reforms. Each sector is composed of several sub-sectors. There are 33 sub-sectors in the SAP. The JP contributes to the sectors, Caring state and Jazeera dhiriulhun. Table 2 summarizes the national priorities (which have been directly taken from the medium-term development framework, SAP) relevant to the JP.

Table 2 – JP relevance to the medium-term national development plan, SAP		
SAP Subsector	SAP Policy targets and actions	Relevance to the JP

Resilient Communities	Policy Target 6.2: By 2023, at least USD 10 million new private investments leveraged for low emission and adaptation measures.	Output 2.1, 2.2 and 3.2
Accountable State	Policy Target 3.3: By 2023, reduce budgetary deviations to 15% of the Approved Budget.	Output 1.2, 2.1 and 2.2
Health	Policy Target 1.4: By 2023 government spending on public health protection increased by 10% compared to 2018 levels Policy Target 4.3: By 2023, cost of essential medicines reduced by at least 33% compared to 2018 level	Output 1.2 and 2.2
Social protection	Policy Target 1.4: By 2023, at least 70% of the most eligible are benefitting from a harmonized social protection mechanism.	Output 1.2 and 2.2

Maldives is among the countries rolling out UNSDCF in 2020 (due to the COVID-19 crisis, UNSDCF rollout has been extended until end of 2021). The recently completed Common Country Analysis emphasizes the development and operationalizing of the necessary policies and frameworks that maximize the sustainable development potential of investments in the country. This includes both foreign and domestic investments from the private sector as well as the creation of a multi-stakeholder partnership to facilitate investment efforts. Once the new UNSDCF is developed, clear linkages to the JP will be established. The current UNDAF 2016-2020 has a range of priorities relevant to the thematic focus of the JP on climate action and social service delivery.

The project will be steered through the INFF Oversight Committee that will be set up under the JP, building on the role and composition of the existing DFA/INFF oversight team. The Chair and Co-Chair of the existing DFA/INFF oversight team has been extensively engaged in the development of this joint programme proposal which is expected to build the government’s ownership of the proposed project interventions. The JP is designed to sustain the government’s commitment to the INFF through interventions that support further development of the institutional structure and coordination mechanism of the INFF Oversight Committee, bringing the current fragmented functions on public finance, aid coordination, climate finance and investment promotion into a single coordination platform. It is hoped that these reforms can be advocated and reflected in proposed legislation, including the national planning act, the climate change bill and the proposed amendments to the public finance act.

Capacity building is integral to all proposed interventions of the JP. The JP has targeted capacity building interventions to the INFF Oversight Committee, and to existing business council, trade facilitation committee, and the PPP steering committee, in order to build the capacity of these bodies to prioritize investments in SDGs. Further, the proposed costing exercises will utilize methodologies that allow for easy transfer of skills to Government officials to undertake periodic costing in the future. The costing exercises and the development of the National Integrated Financing Strategy will include a human capital development plan that mobilizes resources for skill development in social service provision.

At the end of the JP, the government is expected to be well equipped to have cross-government coordination with greater coherence across public and private financing policies and their alignment with sustainable development priorities. It is expected that the financing strategy prioritizes the long-term investments needed in the area of building climate resilience and equity-focused social service delivery, targeting quality delivery for vulnerable groups including women, unemployed and at-risk youth, elderly, persons with

disability, children, migrant population and those living in remote islands with high exposure to climate induced disasters.

It is also expected that the project will unlock more financing for climate action and social service delivery through improved alignment of national budgets, greater optimization and efficiency in delivery of national budgets and through engagement with non-traditional development partners and private sector partners.

2.2 Theory of Change

a) Summary

The theory of change is centered on putting into effect a successful INFF process in the Maldives. The process seeks to (a) strengthen the core system of governance planning and financing and (b) to mobilise and improve the targeting of financing towards two long term development priorities. The two development priorities are (i) climate action and (ii) reforms required to deliver quality, equitable, gender responsive and sustainable social services.

The overall goal is that the population benefits from increased climate resilience and quality and equitable social services. The JP aims to contribute to SDG targets relevant to climate action (Goal 2, 6, 7, 11, 14, 15) and social services (Goal 1, 2, 3, 4, 5, 7, 10). To achieve the goal, two outcome pathways are evident:

- The first outcome pathway is to have more financing available through mobilization of a broadened/diversified financing base (inclusive of private sector actors, non-traditional donors) and by unlocking fiscal space through improving efficiency of public sector spending for improving wellbeing outcomes for women and men. This is achieved through an integrated financing strategy that is based on reliable financing estimates taking into account the impact of the ongoing Covid-19 crisis on the economy and the population.
- The second outcome pathway is to achieve quality in the delivery of financing through prioritization and alignment of investments with long-term national development priority areas, including climate action and social sector reform to meet the needs of women and men. This is achieved through a strengthened institutional architecture that coordinates national planning and financing processes as well as the various financing policies and reform initiatives involving public finance, ODA, climate finance and private finance actors. The quality of delivery will be further improved through strengthened the monitoring of investments and assessment of impact of public and private financing on women and men. The quality of delivery of financing is expected to enhance through stronger dialogue and collaboration on financing policy between government and other non-state stakeholders.

b) Detailed explanation

The outcome pathways are linked to a range of interventions and reforms that are currently ongoing and those that will be supported through the JP. The first outcome pathway is achieved through the operationalization of the National Integrated Financing Strategy. This in turn is achieved through the compilation of a concrete financing strategy and through supporting the implementation of key elements of the strategy to help put into motion its full implementation. The National Integrated Financing Strategy will be based on reliable financing gap estimates and will respond to the recommendations of various ongoing assessments including the DFA. The financing strategy will respond to existing problems, including the narrow financing base, by identifying and broadening the actors involved (private sector, non-traditional donors) and will factor in the impact of the ongoing Covid-19

crisis on the broader economy and more specifically on the public and private financing. It will respond to the problems identified in public finance including the need for optimisation of spending and improving tracking of public investments in climate action with a view to leveraging greater private investments and ODA. The financing strategy will identify and prioritise key reforms and initiatives that will be implemented to unlock new resources, partnerships and greater contributions toward sustainable development priorities.

The JP will support the development of cost estimates in priority areas where the data is missing, including costing required for climate resilience interventions, and cost estimates to reform the social service delivery sector. The costing exercises will take into account the impact of the Covid-19 pandemic on the Maldives SDG status relevant to climate action (Goal 2, 6, 7, 11, 14, 15); and social services (Goal 1, 2, 3, 4, 5, 7, 10). The costing exercises will cover policies and plans that aim to reduce inequalities that disadvantage women, unemployed and at-risk youth, elderly, persons with disability, children, migrant population and those living in remote islands with high exposure to climate induced disasters. The costing will innovatively apply a human capital investment lens. Given that most of the social sector services are labour intensive and there is a high reliance on foreign labour, in the long-term, investments in the social sector will not sustain and improve service quality unless investments are made to build local human resource capacity. This approach aims to unlock employment opportunities for social sector services for unemployed Maldivian women including young women and men. At the same time, the approach can contribute to reducing remittance outflows. A methodology that builds the capacity of the government to undertake periodic costing will be prioritized. The JP will also support the implementation of key elements of the financing strategy which includes capacity building on implementing PFM reforms in the social sector to address the need to account for inequalities, including gender inequalities, in fiscal policy and in ongoing PFM reforms. Other elements include promoting climate financing including putting in place incentive structure and advocacy to leverage climate finance from the private sector.

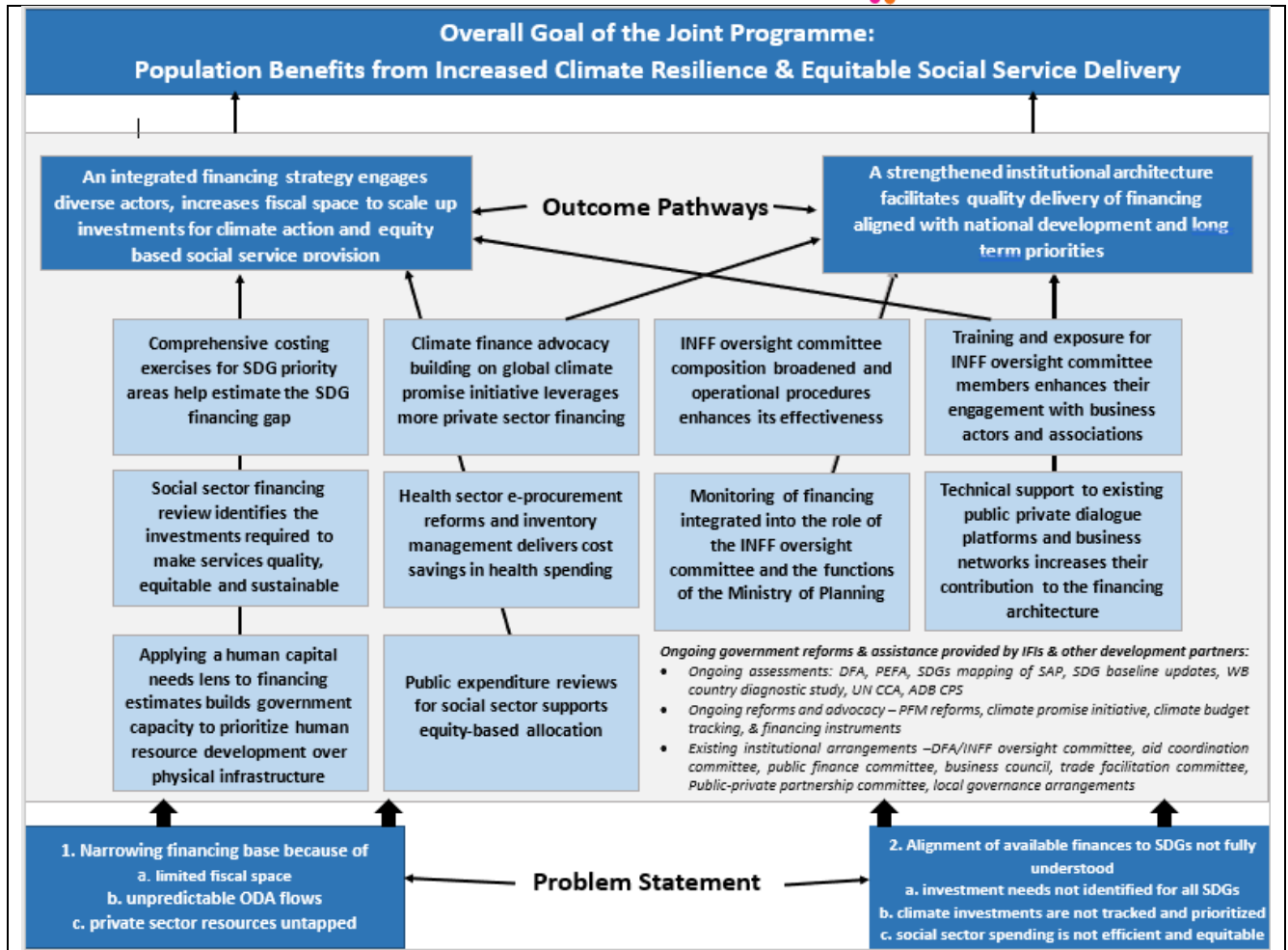
The full implementation of the financing strategy will not be achieved unless the second outcome pathway is effective. The second outcome pathway will deepen the alignment of financing policy to national planning (vertical alignment) and build stronger integration across the public and private financing policies (lateral integration). This is achieved through the development of a more coordinated and coherent national planning and financing architecture with capacity to implement a more integrated, holistic approach to financing national sustainable development. These JP interventions will complement ongoing efforts by the government to transition to programme-based budgeting to bring about the alignment of public finance with the medium-term national development plan. The JP support to the national architecture will be achieved through the completion of the design and operations of the INFF Oversight Committee and through building the capacity of the committee and private sector stakeholders to collaborate on the implementation of the National Integrated Financing Strategy highlighted in the first outcome pathway.

c) ToC assumptions

The overarching assumption of the theory of change framework is that the institutional architecture and the integrated national financing strategy will result in the prioritization and mobilization of financing for climate action and quality social service delivery.

d) Graphical representation

Figure 3 JP Theory of Change illustration



2.3 Expected results by outcome and outputs

Outcome 1: Financing needs to achieve SDGs in the aftermath of the COVID-19 crisis identified including long-term investments required for climate action, equitable and gender responsive social service provision.

Output 1.1 Overall financing gap for achieving the SDGs estimated based on forecasts and costing taking into account the impact of the ongoing Covid-19 pandemic.

Output 1.2 In-depth gender responsive costing of social sector reforms completed for achieving quality, equity and sustainability in services including the impact for men and women.

Output 1.1 seeks to estimate the overall financing gap for achieving SDGs. Priority SDG targets that require costing will be identified based on findings of the ongoing exercises to revisit the national SDG agenda. This includes the ongoing exercise to identify linkages of SDGs and the SAP by the National Bureau of Statistics with support from UNESCAP. This also includes a baseline update of the SDGs indicators planned for mid-July 2020 which will shed light on the Maldives performance status on SDGs. UNICEF has a pipeline initiative to support the Government to undertake an SDG prioritization exercise on social sector

targets. SDGs that need long-term investments beyond the timeframe of the current medium-term national development plan (SAP) will be identified within the thematic areas that overlap climate resilience building, gender equality and social service delivery reforms. Based on the findings of these exercises, an initial assessment will be undertaken to forecast the Covid-19 impact on the Maldives attainment of the priority SDGs. It will estimate/forecast economic losses, define the needs for recovery and support the development of medium-term recovery strategies and interventions to address the developmental impact and safeguard progress towards the SDGs. The potential topics to be analysed will include tourism sector, employment, MSMEs recovery, social welfare, gender and family protection, education continuity, access to health services and social cohesion. Based on this assessment, the financing needs will be identified, and comprehensive costing exercises will be undertaken for sectors where data is missing. Initial consultations with Ministry of Finance indicated that several costing exercises are ongoing in different ministries. The DFA will map ongoing costing exercises (and the respective methodologies) that are undertaken by different ministries. A methodology that builds the capacity of the government to undertake periodic costing will be prioritized. Based on the ongoing costing exercises and costing supported under the JP, under output 1.1, the overall financing gap estimates will be made. UNDP will implement this output.

Output 1.2 aims to conduct costing to estimate the specific financing needed for institutional service delivery reforms to improve quality and equity in delivering education, health, gender, family and child protection and social welfare services (SDGs 2, 3, 4, 5, 7, 10). The Ministry of Finance jointly with the World Bank is planning a Performance Expenditure Review (PER) to assess efficiency gains in the social service sector spending, UNICEF will provide technical advice to this exercise. This activity will shape evidence-based resource allocation and redistribution to address existing inequalities (spatial, age, gender, nationality). The costing of the social sector will include costing of gender and other social sector targets in the SAP and the various policies and plans articulated to implement the existing laws such as the Gender Equality Law, the Domestic Violence Act and investments needed for mainstreaming and collecting gender-based statistics. The social sector costing exercise will integrate a human capital development needs assessment with the aim of reducing reliance on foreign labour with a trained Maldivian workforce that increases the role of the Maldivian women, young men and young women in social sector service delivery. This output will be delivered jointly by UNICEF, WHO and UNFPA applying Agency comparative advantages. UNICEF will focus on the overall social sector costing exercise and investment plan development while WHO will focus on health sector related costing. UNFPA will support the application of a human capital development and gender lens to the costing methodology.

Outcome 2: National Integrated Financing Strategy is developed and operationalized

Output 2.1 A gender-responsive integrated financing strategy is articulated

Output 2.2 Implementation of a gender responsive integrated financing strategy supported

Output 2.1 seeks to consolidate the results of outcome 1 and the outcomes of the ongoing DFA exercise and the SDG related partnership landscape assessment into an integrated financing strategy that identifies financing solutions for closing the SDG financing gap (output 1.1). The Gender Responsive National Integrated Financing Strategy will have a stand-alone financing section on climate finance to address SDGs 2, 6, 7, 11, 14, 15 and a stand-alone financing strategy for social service reforms that are required to achieve quality, equity and sustainability to achieve the SDGs 2, 3, 4, 5, 7, 10. The social sector financing strategy will include strategies to close the gender financing gap. A costed capacity building and human resource investment plan will be integral to the overall social

sector financing strategy. The climate finance chapter will update the existing climate finance investment portfolio compiled by the Ministry of Environment with improved structuring and incentives targeting private sector participation and with improved climate tracking data that demonstrates accurate public investments. The National Integrated Financing Strategy and the climate finance chapter will be developed by UNDP while the social sector financing strategy will be developed by UNICEF, WHO and UNFPA.

Output 2.2 aims to operationalize elements of a gender responsive National Integrated Financing Strategy in order to put into motion its full implementation. Output 2.2 includes activities that are likely to be part of the National Integrated Financing Strategy based on feedback received from government ministries. This includes broadly addressing the need to account for inequalities, including gender inequalities, in fiscal policy and in the ongoing PFM reforms. Specific activities in the JP including training officials in line ministries on budget appraisal, budget scrutiny, gender budget audits and reporting relevant to social service delivery ensuring alignment to the social sector financing strategy developed under Output 2.2 (discussed above). The activity complements PFM reforms supported by the World Bank and planned assistance from USAID on programme based budgeting. Another activity that will be supported under this output is to automate the medicine and medical material management to minimize health spending leakages in procurement and distribution. This activity will be led by WHO and is expected to improve fiscal space for health sector spending. A third activity under this output aims to build on the UNDP supported global climate promise initiative to accelerate advocacy for climate investments and to secure private sector financing for the climate financing portfolio developed under output 2.1. This includes putting in place the necessary incentive structures and advocacy to leverage climate finance from the private sector. This activity will be led by UNDP and will be implemented in collaboration with ADB and IsDB.

Outcome 3: Integrated National Financing Framework (INFF) architecture strengthened, including improved monitoring of financing impact.

Output 3.1 Design of a gender balanced full-fledged INFF oversight committee completed and the committee is functional.

Output 3.2 Capacity of the INFF oversight committee and private sector enhanced to enable stronger dialogue and collaboration on financing policies between government and other non-state stakeholders.

Output 3.1 seeks to consolidate the existing DFA/INFF oversight team into a full-fledged INFF Oversight Committee. The activity involves completing the design and functionality of the INFF Oversight Committee making it gender responsive and gender balanced. The broader institutional roles and the working arrangements of the committee will need detailed out to bring in the alignment of financing policy to national planning (vertical alignment) and build stronger integration across the public and private fin policies (lateral integration). As this will be an incremental process of testing and improving the effectiveness of the committee, the activities under this output will run continuous across the JP period. A key role of the INFF Oversight Committee would be to identify differential impacts of policies and financing decisions and financing policies on women and men, gender equality and women's empowerment. UNDP will support the overall design of the INFF committee while UNICEF will specifically look at the monitoring functions of the INFF Oversight Committee and put in place the monitoring and evaluation framework and the associated statistical and data capacity. This framework will assess the progress and impact of various financing policies, financing reform initiatives and to monitor the implementation of the National Integrated Financing Strategy. The monitoring and evaluation framework will include specific indicators to assess impact of development financing on climate action,

gender equality and social sector reform areas. The INFF roadmap that is currently being developed will outline the process for determining the indicators that will be included and the data sources and systems for accessing the required data. The monitoring and evaluation framework will outline timelines for set-up and regularity of monitoring and reporting once the INFF process is fully operational.

Output 3.2 will provide a series of capacity building trainings and mentoring support to the INFF Oversight Committee. The INFF Oversight Committee members will be equipped to build coherence across various financing policies, to advocate and build dialogue with a broad range of financing actors. The capacity building support will ensure that the INFF Oversight Committee is well positioned to promote the National Integrated Financing Strategy nationally and overseas. The capacity building support to the INFF Oversight Committee will include sensitization sessions to build the committee member’s advocacy on strategies and policies that advance gender equality. Similarly, capacity building will be provided to existing government led public-private dialogue platforms, such as the business councils, the trade facilitation committee and the PPP steering committee, to reactivate their platforms (as currently they are dormant), to improve effectiveness and to develop incentives for private sector cooperation for the National Integrated Financing Strategy. Similarly, public-private dialogues, feedback mechanisms and advocacy targeting business actors, business associations, philanthropists and the Global Compact Maldives Network members will be carried out to build their role and partnership in the implementation of the integrated financing strategy (outcome 1). UNDP will provide the capacity building for the INFF Oversight Committee and UNICEF will provide the capacity building support for the public-private platforms and advocacy targeting the business actors and associations.

At the end of the JP, the Maldives is expected to have a solid and effective INFF process that will accelerate the achievement of the Agenda 2030 in the Maldives. While the JP supports the set up and operationalizing of the INFF in the country through developing the integrated financing strategy and developing the national architecture for coherent planning and financing, the INFF operationalization is expected to sustain results beyond the timeframe of the JP. It is expected that this will result in:

- greater cross-government coordination, coherence and prioritization across public and private financing policies and deeper alignment of financing policies with sustainable development priorities
- stronger monitoring of the investments and impact of public and private financing,
- stronger dialogue and collaboration on financing policy between government and other non-state stakeholders

Table 1 in section 1.2 above indicates the SDG targets that are directly relevant to the JP. It is expected that short-term progress indicators will be visible at the end of JP. More importantly, the JP will support the Government of Maldives in accurately measuring and tracking progress of these targets up to 2030.

The overall goal is that the population benefits from increased climate resilience, and receives more equitable social services, which advance the SDGs in the Maldives. The JP’s expected impact is to ensure that the Government of Maldives is better equipped than it is presently to mitigate the impacts of the ongoing Covid-19 crisis on the Maldives SDG performance and to prioritize the country’s long-term needs for achieving SDGs. This includes climate resilience and equitable social services that empower girls, boys and women to develop their full potential. The JP will make a significant contribution to the SDG targets relevant to climate action (Goal 2, 6, 7, 11, 14, 15) and social services (Goal 1, 2, 3, 4, 5, 7, 10). This will be achieved through the JP by ensuring that government has the necessary capacity to draw financing from a wider range of sources for climate action and

social service delivery. The Government of Maldives will have the capacity to implement a more integrated, holistic approach to financing national sustainable development. The national capacity to engage with a broader range of stakeholders will be enhanced. Climate action and equitable social service delivery will be at the heart of national planning and financing processes and will be coherently managed.

The impact population of these reforms include island communities that have high exposure to beach erosion, coastal inundation and those that do not have access to solid waste management, safe drinking water or sanitation. It will include women, unemployed and at-risk youth, elderly persons, persons with disabilities, children, migrant populations, those living in remote islands with high exposure to climate induced disasters, and those populations and island economies that are directly affected by the ongoing COVID-19 pandemic.

A total of 35 SDG indicators are relevant to children across 10 of the 17 SDGs. The current child and youth population makes up around 40 percent of the total population in the Maldives, meaning that significant investments are required to ensure this demographic dividend is taken advantage of for positive development outcomes in the decades to come. The JP will contribute to better public health financing and improved human capital for social service provision that will save lives, averting morbidities and reducing unplanned and unwanted pregnancies, addressing child health issues, preparing adolescents to take charge of their lives and be more productive in the labour force.

2.4 Budget and value for money

The JP achieves value for money in several ways. It scales up existing support on various fronts: the ongoing DFA exercise; the ongoing costing exercises of the government; the ongoing SDG stocktaking and prioritization exercises of the government; the UNDP climate promise initiative; and public finance management initiatives for health and social sector. The JP therefore builds on existing investments of both the government and development partners. The JP will help piece together the outcomes of the ongoing exercises to consolidate the National Integrated Financing Strategy. Instead of creating new activities, this approach of targeted activities within the ongoing government led reforms brings efficiency and cost savings.

The JP will draw on existing collective expertise of the respective PUNOs. Similarly, the current support for the inception phase of the INFF process including the implementation of the DFA and development of the INFF roadmap led by UNDP Maldives utilizes technical assistance from UNDP Bangkok Regional Hub and UNDP Financial Sector Hub. The proposed JP activities will be implemented through this partnership which is more cost effective than private consultancies. Similarly, UNICEF, WHO and UNFPA will maximise their access to expert rosters and tools that have already been tested in other countries to implement their respective activities. PUNOs also have the capacity to leverage their own teams to implement the activities instead of hiring new personnel.

Value for money is further achieved through the sustained INFF operations in the Maldives (as a result of the operationalization of the INFF in the country and implementation of the systemic reforms proposed in the long-term financing strategy) which is likely to have an impact at national level well beyond the project period. The JP interventions have been designed in a way that its benefits will be sustained in the long term making its investments cost effective.

The activities supported under the JP will have results beyond the programme period. The JP recognizes that the existing medium-term national development priorities and facilitates the identification of long-term financing needs and development of an integrated long-term financing strategy. The JP activities support institutional reform to bring in national coordination mechanism on planning and financing through support to the INFF Oversight Committee. Similarly, capacity building and human resource development is central to all proposed activities keeping in mind their long-term benefits. The overall aim is that the improved financing and coordination at national level will be sustained beyond the period of the JP and ultimately contribute towards the successful achievement of the SDGs in the Maldives ensuring that no one is left behind.

The costing of the social sector under Output 1.2 will include costing of the resources needed to implement the gender subsector matrix in the SAP, the various policies and plans linked to the implementation of the Gender Equality Law, the Domestic Violence Act and investments needed for collecting sex disaggregated statistics. All costing exercises will apply a gender responsive methodology. The social sector costing exercise will integrate an investment plan for human resource development in social service delivery with the aim of reducing reliance on foreign labour with a trained Maldivian workforce that increases the participation of Maldivian women, young men and young women in social sector service delivery. Under Outcome 2, the National Integrated Financing Strategy will cover financing solutions and approaches to meet the SDGs including targets under Goal 5. Outcome 2 also supports building capacity of line ministries to conduct gender audits. Institutional support to the INFF Oversight Committee under Outcome 3 would involve putting in place a gender balanced, full-fledged INFF Oversight Committee and equipping the members with the capacity to identify differential impacts of financing decisions and financing policies on women and men.

The JP is positioned within the implementation of several ongoing programmes of the Government, UN agencies and other development partners. These include:

- UNDP: ongoing support to the preparation of the DFA and the INFF roadmap and ongoing exercise to map the level of alignment of the SDGs with the medium term development framework of the Government of Maldives, the SAP, the ongoing UNDP climate promise initiative and the recently launched rapid livelihoods assessment to respond to Covid-19 crisis and the UN framework for the immediate socio-economic response to COVID-19.
- WHO: ongoing support to manage and update the National Health Accounts (NHA) and the ongoing support to the national Covid-19 response.
- UNICEF: ongoing support to the estimation of MPI in the Maldives; training of budget officials and the members of Parliament on budget scrutiny and planned support to develop child centered, social sector relevant SDG priority areas for the Maldives, in collaboration with the SDG Coordination Unit of the Ministry of National Planning and Infrastructure and the ongoing support to the national Covid-19 response.
- UNFPA: supporting the Government of Maldives to formulate the Reproductive, Maternal, New born, Child and Adolescent Health (RMNCAH) Strategy (in partnership with UNICEF and WHO). The first National Transfer Account undertaken in partnership with National Bureau of Statistics.
- Government of Maldives: On-going PFM reforms including transitioning to programme based budgeting, debt and cash management strategy, the medium-term fiscal framework, public expenditure reviews and climate finance tracking initiative, the recently launched Maldives climate financing framework and the operationalising of the Maldives Green Fund. This also includes and the ongoing national response to Covid-19 the various financing arrangements that have been put in place including external and internal resource mobilization. The Ministry of

Finance is jointly working with the World Bank on a PER to assess efficiency gains in the social service sector spending, UNICEF will provide technical advice to this exercise.

- Private sector initiatives including corporate social responsibility (CSR) of existing business actors, philanthropy and investment frameworks relevant to SDGs.

2.5 Partnerships and stakeholder engagement

The JP implementation will be led by the INFF Oversight Committee under the leadership of the Ministry of Finance and the Ministry of Planning and National Infrastructure. The expected roles of the INFF committee with respect to the implementation of the JP are detailed in section 3.1 below. The broader roles, functions and institutional set up of the INFF Oversight Committee will be defined through the JP support under Output 3.1. The INFF/DFA inception phase activities which were initiated in November 2019 included initial stakeholder consultations, the development of the initial composition of the DFA/INFF oversight team and the DFA inception workshop which was held in early February 2020. The workshop had 45 participants from both public and private sector. The INFF inception phase activities have contributed to building the awareness on the INFF process amongst the wider stakeholders and stronger recognition of the importance of the INFF process by the government stakeholders, particularly those at the policy level. The strong buy-in and participation of the Ministry of Finance and the Ministry of Planning and National Infrastructure in the development of this JP is a testament to the high level of engagement and partnership that the DFA/INFF inception phase has established for the set-up and operationalization of the INFF in the Maldives.

The PUNOs have ongoing working relationships established with all of the key stakeholders that will be involved in implementing the JP activities. UNDP will build on the existing partnership to provide the technical engagement and support to the INFF Oversight Committee members on the roll-out of the INFF roadmap in the Maldives. UNDP is working closely with the Ministry of Environment on a range of climate finance support areas, and the Ministry has requested assistance for costing and investment need identification as a priority for several environmental service delivery areas, including energy, water, waste management. As for other PUNOs, WHO has a strong partnership with the Ministry of Health to support the health financing areas, UNFPA and UNICEF has close working relationships with the social sector stakeholders including the Ministry of Gender, Family and Social Protection Services, the Ministry of Education, and the Ministry of Health.

UNDP has initiated consultations and engagement with a range of private sector stakeholders as part of the DFA exercise. This includes private sector entities that have investment initiatives such as the Morteza Capital (private investment fund), the state owned enterprises: Maldives Fund Management Corporation (MFMC), Maldives Pension Administration Office (MPAO), Maldives Capital Market Development Authority and other business associations such as the Maldives Association of Tourism Industry (MATI), MATATO and Maldives Association of Construction Industry (MACI). Project activities also aim to target the Maldives Global Compact network that is currently being registered in the Maldives. These stakeholders are aware of the planned INFF process in the Maldives, and the potential opportunity to participate in the INFF Oversight Committee. Many stakeholders have already expressed interest to the development of the National Integrated Financing Strategy proposed under Output 2.1 of the JP. Stakeholders also expressed the urgent need to build capacity of the public-private dialogue platforms which has been addressed in the JP under Output 3.2.

The UN RC will lead political engagement at the highest level with the President and Members of Cabinet, and will continue to advocate the INFF operationalization in the

Maldives. The RC will play a central role in ensuring that the UN conveys a harmonized message at all policy levels with the Government and other authorities. To ensure RC is enabled with proper mechanism to provide guidance, the RC will represent the UN on the INFF oversight committee. Bearing responsibility to monitor the implementation of this JP, the RC will work in close collaboration with the UNCT to achieve the outcomes in the JP. On a quarterly basis, the JP progress update will be tabled and discussed during the UNCT meeting.

The JP is creating the environment to bring in the expertise of the World Bank, ADB and the IsDB. UNDP has conducted direct consultations with ADB and IsDB and collaborated on the review of the JP proposal. ADB and IsDB will provide their regional expertise and support in the area of private sector engagement which in turn will build in the coherence of their country programme interventions in the Maldives with JP interventions. UNICEF and WHO are currently discussing with the World Bank potentially jointly supporting the ongoing public finance reforms and to build in the complementarity of the JP activities with the World Bank's PER of the social sector. The INFF oversight committee will identify more streamlined coordination and engagement with these agencies through the implementation of the JP.

At the country level, the JP will build on existing UNESCAP support to the National Bureau of Statistics to update the SDG indicator baselines and performance assessment to identify priority areas for financing. Similarly, the JP will utilize the recommendations of the UNDESA supported partnership landscape assessment. The JP will leverage the UNESCAP support to member states on the advocacy and capacity building extended on the area of financing for development in the region which has benefited government officials in the Maldives.

UNDP Maldives is currently mobilizing the global and regional expertise from UNDP's Finance Sector Hub to provide technical advice and support throughout the ongoing DFA and the proposed INFF process under the JP. This is also connected with the Global Policy Network (GPN) approach of UNDP COs sharing their current solutions and scaling them up and adapting them to country context.

Beyond UNDP, the JP is accessing the expertise of public finance from UNICEF, WHO and UNFPA. WHO has been supporting Member States to develop and strengthen health financing systems guided by the 2011 World Health Assembly Resolution and based on the recommendations from the World Health Report 2010. The technical expertise from three working levels of WHO are guiding countries to reduce financial barriers to access healthcare and using funds in a way that promotes efficiency and equity. Developments in these key health financing areas will determine whether health services exist and are available for everyone and whether people can afford to use health services when they need them. WHO will facilitate bringing expertise beyond WHO for high quality technical assistance from Alliance for Health Policy and Systems Research and also WHO Collaborating Centers in the areas of health financing and beyond. The effort will continue to advocate for considering recommendations within health financing strategy and rationale resource allocation for achieving better outcomes across SDGs.

UNICEF has global expertise in the area of Public Finance for Children which will be mobilized for the JP. UNFPA will also draw on regional expertise and utilize UNFPA Bangkok regional Hub to support in country capacity in delivering the activities such as costing services.

The European Union works closely with UNDP and other UN agencies in the Maldives. They are currently directly funding UNDP's governance portfolio activities and has increased its commitments to provide funding for development in the Maldives. The JP will leverage

UNDPs existing partnership with EU to communicate on the JP initiative, to report progress and mobilize additional support for the INFF process in the Maldives.

3. Programme implementation

3.1 Governance and implementation arrangements (max 3 pages)

The Government of Maldives has recently formed the DFA/INFF oversight team as part of the INFF inception phase implementation. The current DFA/INFF oversight team composition and role is focused on guiding the development of the DFA and INFF roadmap. In the current set up, the oversight team is supported by a technical team that will lead the implementation of the DFA and the formulation of the INFF roadmap (see table 3 below on the current composition of the oversight team). The oversight team has endorsed the scope of the DFA, will validate the initial and final findings and the steps and financing solutions to strengthen an integrated approach to financing to be proposed in the INFF roadmap. The technical team leads the overall management of the DFA process and contributes to the data collection and analysis process. The oversight team will have the ownership of the INFF inception phase deliverables; the DFA and the INFF roadmap and will oversee the implementation of the roadmap recommendations. Under the JP outcome 3, support will be provided to consolidate the existing oversight team into a full-fledged INFF Oversight Committee which will oversee the implementation of the INFF roadmap and the National Integrated Financing Strategy.

Table 3 – Current composition of the DFA/INFF oversight and technical team	
Name	Organization
Oversight team	
Mr. Ismail Ali Manik (Chair)	Ministry of Finance
Dr. Ali Naseer Mohamed	Ministry of Foreign Affairs, Chair of the Aid Management and Coordination Committee
Mr. Mohamed Nashiz	Chair, Public Finance Committee, People’s Majlis
Ms. Aminath Shauna	President’s Office
Ms. Idhuham Hussein	Maldives Monetary Authority
Mr. Hassan Ziyath/ Mr. Ahmed Salih	Auditor General’s Office
Ms Khadija Naseem/Mr. Ajwad Musthafa	Ministry of Environment
Ms. Neeza Imad	Ministry of Economic Development
Ms. Fathimath Niuma	Ministry of National Planning and Infrastructure
Ms. Aishath Shahuda	National Bureau of Statistics
Ms. Akiko Fujii / Ms. Vera Hakim	UNDP
Technical team	
Ms. Manarath Muneer	Ministry of Finance
Ms. Mariyam Abdul Nasir	Ministry of Finance
Ms. Aishath Saadh	Ministry of National Planning and Infrastructure
Ms. Ashiyath Shazna	National Bureau of Statistics
Ms. Aileen Niyaz	Ministry of Environment
Ms. Aishath Shahula	Ministry of Foreign Affairs

The full-fledged INFF Oversight Committee is expected to act as the steering committee for the JP. It will provide overall strategic direction, oversight and quality assurance and decision making on the direction of JP activities. It is responsible for the overseeing the design, implementation and monitoring of the INFF in the Maldives. More specifically, the INFF Oversight Committee will be involved in the following tasks with respect to the JP:

- Determine the scope and level of depth/coverage of the proposed costing exercises and diagnostics required to develop the integrated financing strategy, based on the committee's review of the outcomes of the ongoing DFA and the SDG partnership landscape assessment (JP Output 1.1 and 1.2)
- Determine the priority areas for the design of the National Integrated Financing Strategy and approve the final document (JP Output 2.1).
- Oversee the roll out and implementation of a gender responsive National Integrated Financing Strategy (JP Output 2.2).
- Identify and approve the final composition, functions and working arrangements of the INFF oversight committee defined in a ToR (JP Output 3.1)
- Undertake the monitoring of financing flows and tracking progress of the financing indicators as articulated in the National Integrated Financing Strategy and any other financing policies (JP Output 3.1)
- Directly support the implementation of the JP activities engaging the private sector (JP Output 3.2).
- Oversee the implementation of the INFF, as well as the monitoring and evaluation thereof.
- Review and approve JP annual work plan and review annual progress reports and evaluation reports.

During the JP implementation, the working group involved at the drafting of the JP will continue to provide technical and operational guidance. There will be two set up for the working group. One internal working group consisting all PUNO and RCO, led by UNDP. Second working group will consist members from all PUNO's and key line ministries chaired by UNDP and Ministry of Finance will co-chair.

The UN Resident Coordinator (RC) is responsible to monitor the implementation of this JP, will work in close collaboration with the UNCT to achieve the JP outcomes outlined. On a quarterly basis, the JP progress update will be tabled and discussed during the UNCT meeting. The RC will play a central role in terms of political and policy advocacy/dialogue, ensuring that the UN conveys a harmonized message at all policy levels with the Government and other Authorities. To ensure RC is enabled with proper mechanism to provide guidance, the RC will be the UN representative of the full-fledged INFF Oversight Committee. This committee will meet when required but a minimum two meetings will be held annually. The RC will ensure effective coordination with the World Bank and other key development partners (such as USAID) on PFM reforms in the country to further coordinate technical assistance and policy support.

UNDP as the convening agency is responsible for operational and programmatic coordination. UNDP will coordinate with JP implementing partners; compile annual work plans and narrative reports; coordinate monitoring of annual targets, reports on INFF oversight meetings; facilitate audits and evaluations; and report back to the INFF oversight committee. The RCO with support from all PUNOs will be responsible for the monitoring and evaluation along with strategic communication and advocacy (see JP outcome 4). The RCO will also facilitate the mid-term and final evaluation exercises of the JP as proposed under the JP outcome 4.

UNDP is also a PUNO together with WHO, UNICEF and UNFPA. As PUNOs, the agencies are responsible for implementing the activities of the JP, providing inputs the annual work plan process and progress reporting. The PUNOs have full programmatic and financial accountability for funds disbursed.

Under JP outcome 1, UNDP will implement the overall costing exercises, including costing climate relevant sectors, under JP output 1.1. UNICEF, UNFPA and WHO will implement the JP output 1.2 on social sector costing, complementing the ongoing PER of the social sector carried out by the World Bank and the Ministry of Finance. UNICEF will lead the overall social sector costing exercise while WHO will focus on health sector and UNFPA will focus on costing the resources needed to implement the Maldives Gender Equality Law and the Maldives Domestic Violence act. UNFPA will integrate a human capital development needs for the whole social sector.

Under JP Outcome 2, UNDP will deliver the National Integrated Financing Strategy (JP output 2.1) including a standalone section on climate finance while WHO, UNICEF and UNFPA will concurrently develop the social sector financing strategy – the social sector chapter of the National Integrated Financing Strategy. UNDP, UNICEF and WHO will implement selected interventions as part of the roll out of the gender responsive National Integrated Financing Strategy under JP output 2.2. Outcome 3, the support to the institutional architecture of the INFF, UNDP and UNICEF will implement relevant outputs and activities.

3.2 Monitoring, reporting, and evaluation

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat:

- *Annual narrative progress reports*, to be provided no later than one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
- *Mid-term progress review report* to be submitted halfway through the implementation of Joint Programme⁹; and
- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

The Convening/Lead Agent will compile the narrative reports of PUNOs and submit a consolidated report to the Joint SDG Fund Secretariat, through the Resident Coordinator.

In addition to the reporting outlined above, each PUNO will draw on the technical expertise at Country Office, regional and HQ level, and ensure collaborative efforts are maximized throughout the programme cycle. This includes access to expert rosters and tools that have already been tested in other countries to implement their respective activities. As such:

UNDP will monitor the achievement of the overall outcome, including contributions from other partners, to inform needed adjustments in UNDP's contribution to results. UNDP will build on regional and global lesson learnt from other countries. In addition, UNDP will act as technical experts during the monitoring to ensure the fully fledged INFF committee is

⁹ This will be the basis for release of funding for the second year of implementation.

inclusive. Data and other evidence collected from monitoring, along with analysis, lessons, and decisions to improve performance, will be regularly reported in the annual reporting.

WHO will bring on board technical expertise from three working levels of WHO are guiding countries to reduce financial barriers to access healthcare and using funds in a way that promotes efficiency and equity. Throughout the JP monitoring process WHO will ensure the key health financing areas developed, are available for everyone and whether people can afford to use health services when they need them. WHO will facilitate bringing expertise beyond WHO for high quality technical assistance from Alliance for Health Policy and Systems Research and also WHO Collaborating Centers in the areas of health financing and beyond to ensure quality. WHO will also tap into technical expertise from WHO Country Office, HQ and SEARO to lead the health sector related costing and automate the medicine and medical material management to minimize health spending leakages in procurement and distribution.

UNICEF will be supporting the monitoring of the JP through in-house capacity both at CO and RO level. UNICEF's global expertise in the area of Public Finance for Children will be mobilized for the JP. UNICEF will focus on the overall social sector costing exercise and investment plan development. UNICEF will specifically look at the monitoring functions of the INFF Oversight Committee and put in place the monitoring and evaluation framework and the associated statistical and data capacity. UNICEF will provide the capacity building support for the public-private platforms and advocacy targeting the business actors and associations.

UNFPA will also draw on regional expertise and utilize UNFPA Bangkok regional Hub to support in country capacity in delivering the activities in the social sector costing services. UNFPA will support the application of a human capital development and gender lens to the costing methodology. UNFPA will support to ensure a gender responsive lens is maintained, throughout the JP cycle.

The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. At minimum, joint programmes will prepare, and submit to the Joint SDG Fund Secretariat, 6-month monitoring updates. Additional insights (such as policy papers, value for money analysis, case studies, infographics, blogs) might need to be provided, per request of the Joint SDG Fund Secretariat. Joint programme will allocate resources for monitoring and evaluation in the budget.

Data for all indicators of the results framework will be shared with the Fund Secretariat on a regular basis, in order to allow the Fund Secretariat to aggregate results at the global level and integrate findings into reporting on progress of the Joint SDG Fund.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, including in-kind contributions and/or South-South Cooperation initiatives, in the reporting done throughout the year.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

In addition, regular updates on financial delivery might need to be provided, per request of the Fund Secretariat.

After completion of a joint programme, a final, *independent and gender-responsive*¹⁰ evaluation will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

The joint programme will be subjected to a joint final independent evaluation. It will be managed jointly by PUNOs as per established process for independent evaluations, including the use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group’s (UNEG) Norms and Standards for Evaluation in the UN System, using the guidance on Joint Evaluation and relevant UNDG guidance on evaluations. The management and implementation of the joint evaluation will have due regard to the evaluation policies of PUNOs to ensure the requirements of those policies are met and the evaluation is conducted with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all the relevant stakeholders and partners of the programme. Evaluation results will be disseminated amongst government, development partners, civil society, and other stakeholders. A joint management response will be produced upon completion of the evaluation process and made publicly available on the evaluation platforms or similar of PUNOs.

3.3 Accountability, financial management, and public disclosure

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channeled for the Joint Programme through the AA. Each Participating UN Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

Each Participating UN Organization (PUNO) shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Indirect costs of the Participating Organizations recovered through programme support costs will be 7%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

¹⁰ [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

Funding by the Joint SDG Fund will be provided on annual basis, upon successful performance of the joint programme.
Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund.

PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

Each PUNO will take appropriate measures to publicize the Joint SDG Fund and give due credit to the other PUNOs. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of the host Government, donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating Organization and partners in all external communications related to the Joint SDG Fund.

3.4 Legal context

Agency Name: UNDP

Agreement: Standard Basic Framework Agreement/Standard Basic Assistance Agreement

Date the agreement was signed: 25 January 1978

Agency name: UNICEF

Agreement title: BASIC COOPERATION AGREEMENT BETWEEN THE UNITED NATIONS CHILDRENS FUND AND THE GOVERNMENT OF MALDIVES

Agreement date: 19TH APRIL 1994

Agency name: United Nations Population Fund (UNFPA)

Agreement title: Exchange of letters constituting an agreement between the Government of the Republic of Maldives ("the Government") and the United Nations Population Fund ("UNFPA") on the application mutatis mutandis of the Basic Assistance Agreement between the Government and the United Nations Development Programme ("UNDP"), signed on 25 January 1978, to the activities and personnel of UNFPA in the Republic of Maldives

Agreement date: 7 April 2014 and 4 May 2014 respectively.

Agency name: World Health Organization

Agreement title: Basic agreement between the World Health Organization and the Government of the Maldives

Agreement date: 15/5/1966

D. ANNEXES

Annex 1. List of related initiatives

Name of initiative/project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source	Contract person (name and email)
Development Finance Assessment and INFF roadmap preparation	DFA and INFF roadmap	Output 1 .1- Costing of SDG targets and accelerators identified in the Strategic Action Plan factoring climate impacts (DFA Phase 2) Output 2.1 and 2.2 and Output 3.1	UNDP	Ministry of Finance, DFA/INFF Oversight Committee partners	USD 10,000 UNDP Maldives and UNDP Bangkok Regional Hub	raniya.sobir@undp.org
Support provided to strengthen social services and improve child protection services.	Improved social services to protect children from violence and neglect	Output 1.2 - Costing of social sector services with a focus on equity and redistribution	UNICEF	Ministry of Gender, Family and Social Services	USD 300,000 UNICEF funding	Mohamed Naeem inaseem@unicef.org
MoNPI has committed at Nairobi Summit to invest in HR to address the demographic dividend	High level commitment and integration of population and development in the SAP	Output 1.2 - Costing of social sector services with a focus on equity and redistribution	UNFPA	Ministry of National Planning and Infrastructure	2019: USD 34,684 2020: In kind support as	Shadiya Ibrahim ibrahim@unfpa.org

					technical assistance	
Provided technical support for development of documents for tobacco and energy/sugary drink taxation in 2017	40% increase in tax on tobacco and tobacco products and 15% increase in energy and fizzy drinks	Output 1.2 - Costing of social sector services with a focus on equity and redistribution	WHO	Ministry OF Health Health Protection Agency Ministry of Finance	WHO USD 25,000	Ms. Fathmath Hudha/hudhaf@who.int
Technical Support provided for the Public Health Expenditure Review 2017	Public health expenditure review demonstrated inefficiencies in pharmaceutical procurement and points to areas of resource allocation	Financing strategy captures health financing systems to achieve universal coverage.	WHO	Ministry of Health National Social Protection Agency	WHO USD 20,000	Ms. Aminath Fariha Mohamed aminathm@who.int
Technical Support provided for the National Health Accounts 2015-2017	Provided detailed overview of resource flows in Maldives health care system. It generated evidence on current trends in health sector resource distribution and utilization and prioritize funding based on the health needs of the country.	Financing strategy captures health financing systems to achieve universal coverage.	WHO	Ministry OF Health National Social Protection Agency	WHO USD 45,000	Ms. Aminath Fariha Mohamed aminathm@who.int
Provided Technical Assistance to national Counterparts on M&E	Improved monitoring and evaluation capacity within key line Ministries	Output 2.1 An integrated financing strategy compiled with a focus on promoting equity and	UNICEF	Parliamentary Budget Committee	USD 40,000 UNICEF funding	Ibrahim Naseem inaseem@unicef.org

		climate resilience				
Technical Support for review of existing Logistics Management and Information System (LMIS) in Maldives during 2017- 2018	Identified gaps and challenges that need to be addressed for establishing eLMIS and recommendations on key components that the platform should include based on country specifics	To ensure sustainable management of essential medicines and medical supplies	WHO	Ministry of Health	WHO USD 20,000	Ms. Aminath Fariha Mohamed aminathm@who.int
Technical support to evaluate implementation of the National Medicine Policy during 2019	Identified the areas that need to be addressed to strengthen the public procurement and supply management system to control escalating expenditure of medicines	To ensure sustainable management of essential medicines and medical supplies	WHO	Maldives Food and Drug Authority Ministry of Health	WHO USD 25,000	Ms. Aminath Fariha Mohamed aminathm@who.int
Develop Essential Medicines List during 2018	EML 2018 resulted in four hundred and thirty two (432) medicines/ products as compared to the previous 2016 EML with four hundred and forty five (445) medicines/ products. The revision also made categorization of antibiotics based on WHO AWARE categorization into Access, Watched and Reserved Groups. It is the first step for ensuring access to the most needed antibiotics, and for improving their rational use to minimize the risk of microbial resistance and to maintain their efficacy.	To ensure sustainable management of essential medicines and medical supplies	WHO	Maldives Food and Drug Authority	WHO USD 25,000	Ms. Aminath Fariha Mohamed aminathm@who.int

<p>UNDP Climate Promise initiative to support countries with their NDCs</p>	<p>Build political will and societal ownership at national and sub-national levels Review, align, and update existing targets, policies and measures Incorporate new sectors and/or greenhouse gases Assess costs and investment opportunities Monitor progress & strengthen transparency</p>	<p>Output 2.2</p>	<p>UNDP</p>	<p>Ministry of Environment</p>	<p>USD 200,000</p>	<p>Ahmed.shifaz@undp.org</p>
<p>Supporting vulnerable communities in Maldives to manage climate change induced water shortages</p>	<p>1.3 Install and operationalize four RO desalination water plants in four islands, using a grid-tied and/or off grid solar PV technology to provide backup capacity in times of water stress</p>	<p>Output 2.2</p>	<p>Ministry of Environment</p>	<p>UNDP (Accredited Entity)</p>	<p>136,900.13 USD Green Climate Fund</p>	<p>aysha.solih@undp.org</p>
<p>Technical support to the formulation and roll out of the Strategic Action Plan</p>	<p>SAP document Monitoring templates. Training delivered to SAP managers. Advisory support to Policy Office.</p>	<p>Output 1.1</p>	<p>UNDP</p>	<p>Policy Office, President's Office of the Government of Maldives</p>	<p>110,000.00 USD UNDP</p>	<p>aishath.rizna@undp.org</p>
<p>SDG Mapping against SAP the Strategic Action Plan</p>	<p>A report and analysis showing the level of alignment, coverage and level ambition of SDGs in the Government of Maldives Medium Term Development Plan, SAP.</p>	<p>Output 1.1</p>	<p>UNDP</p>	<p>President's Office, SDG Unit and National Bureau of Statistics of the Ministry of National Planning and Infrastructure and line ministries.</p>	<p>10,000.00 USD UNDP</p>	<p>aishath.rizna@undp.org</p>

Reproductive Maternal Newborn Child and Adolescent Health (RMNCAH) Strategy has been developed for the period 2020-2025	A strategic framework on how the Ministry of Health and Health Protection Agency will address the health, nutritional status and wellbeing of women, newborns children and adolescents.	Output 1.2 - Costing of social sector services with a focus on equity and redistribution	UNFPA	Ministry of Health	2019: 27,763 USD 2020: 25,000 USD Core Resources	Shadiya Ibrahim ibrahim@unfpa.org
National Transfer Account is being developed with inputs from a lifestyle approach	Accounting framework that measures how economic resources are consumed, produced and reallocated among people of different age groups in the population estimated	Output 1.2 - Costing of social sector services with a focus on equity and redistribution	UNFPA	National Bureau of Statistics	2019: USD 9,787 2020: In kind support as technical assistance to disseminate the findings, especially to policy makers	Shadiya Ibrahim ibrahim@unfpa.org
Population Dynamic simulation to align government policies to a human capital perspective	A way forward for shaping a development policy aligned with the achievement of SAP.	Output 1.2 - Costing of social sector services with a focus on equity and redistribution	UNFPA	National Bureau of Statistics	2020: USD 10,000 Core Resources	Shadiya Ibrahim ibrahim@unfpa.org
PFM reform Activity	Improve the quality efficiency and transparency of managing the Government budget processes and investment in public facilities	Output 2.2	USAID	Ministry of Finance	USD 13.7 million USAID	Nihani Riza, nriza@usaid.gov
Maldives Public Financing Management Systems Strengthening Project	Enhance budget credibility, transparency and financial reporting of public sector finances	Output 2.2	World Bank	Ministry of Finance	USD 12 million World Bank (IDA)	Winston Percy Onipede Cole, wcole@worldbank.org

2030 Agenda Partnership Accelerator	To build strong understanding of the role of multi-stakeholder partnerships for the SDGs; introduce effective approaches and a range of tools to develop effective partnerships and partnership platforms; develop a core set of skills required to negotiate and collectively maximize partnership value creation, build understanding and the relationship across participants from different sectors, in order to help develop new partnerships for supporting implementation of the SDGs in Maldives.	Output 1.2	UNDESA	Ministry of National Planning and Infrastructure/SDG Division	60,000 USD UNDESA	Mr. Ola Goransson goranssono@un.org
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Annex 2. Results Framework

2.1. Targets for Joint SDG Fund Results Framework

Joint SDG Fund Outcome 2: Additional financing leveraged to accelerate SDG achievement

Indicators	Targets	
	2020	2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope ¹¹	TBD	TBD
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale ¹²	TBD	TBD

Joint SDG Fund Output 4: Integrated financing strategies for accelerating SDG progress implemented

Indicators	Targets	
	2020	2021

¹¹Additional resources mobilized for other/ additional sector /s or through new sources/means

¹²Additional resources mobilized for the same multi-sectoral solution.

4.1: #of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)	-	1
4.2: #of integrated financing strategies that have been implemented with partners in lead ¹³	-	1
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	-	1

Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country¹⁴
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question

- Annual % of financial delivery
- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure

- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)
- Joint programme included addressing inequalities (QCPR) and the principle of “Leaving No One Behind”
- Joint programme featured gender results at the outcome level
- Joint programme undertook or drew upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint programme planned for and can demonstrate positive results/effects for youth
- Joint programme considered the needs of persons with disabilities

- Joint programme made use of risk analysis in programme planning
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

2.2. Joint programme Results framework

Result / Indicators	Baseline	2021 Target	2022 Target	Means of Verification	Responsible partner
Outcome 1: Financing needs to achieve SDGs in the aftermath of the COVID-19 crisis identified including long-term investments required for climate action, equitable and gender responsive social service provision.					

¹³ This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners

¹⁴ Annual survey will provide qualitative information towards this indicator.

Outcome 1 indicator 1: Financing needs assessment is part of regular policy development and implementation cycles	No understanding of financing needs to meet national development priorities	Financing needs assessment methodologies, tools and processes are designed	Financing needs assessment of priority SDGs is conducted	Financing needs assessment methodology / tool adopted by the GoM; SDG financing needs assessment report	Representing bodies of the INFF oversight committee, other line ministries, UNDP, UNICEF, UNFPA and WHO.
Output 1.1: Overall financing gap for achieving the SDGs estimated based on forecasts and costing taking into account the impact of the ongoing Covid-19 pandemic					
Output 1.1 indicator 1: # of financing needs assessment methodologies / tools adapted to focus on forecast / estimate of COVID-19 epidemic impact on the economy and vulnerable population groups disaggregated for men, women and age groups	0	1	0	Financing needs assessment methodology / tool adopted by the GoM	SDG unit, MNPI MOF, UNICEF, UNFPA and WHO
Output 1.1 indicator 2: % of priority SDG targets identified through the planned baseline update of the SDG indicators by the NBS are covered by the SDG financing needs assessment exercise disaggregated by sex and age groups	0	30%	80%	SDG financing needs assessment report	Representing bodies of the INFF oversight committee UNICEF, UNFPA and WHO
Output 1.1 indicator 3: # of capacity building workshops on how to conduct the SDG costing	0	2	A report containing the SDG financing needs results for Maldives and background info	Training materials, Workshop reports SDG financing needs assessment report	Representing bodies of the INFF oversight committee

exercise for government officials			(e.g. methodologies, data used).		UNDP, UNICEF, UNFPA and WHO
Output 1.2: In-depth gender responsive costing of social sector reforms completed for achieving quality, equity and sustainability in services including the impact for men and women.					
Output 1.2 indicator 1: % of gender responsive and other social sector related SDG targets covered by the specific financing needs assessment exercise for institutional service delivery reforms	0	30%	80%	Social sector financing needs assessment report	SDG unit, MNPI, MOF, UNICEF, UNFPA and WHO
Output 1.2 indicator 2: # of social sector costing methodologies / tools adapted to focus on human capital development needs assessment	0	1	0	Social sector costing methodology / tool adopted by the GoM	MoE, MOGFSS, MOH, MOHE, MoF, MNPI UNFPA
Outcome 2. National Integrated Financing Strategy is developed and operationalized					
Outcome 2 indicator 1: Amount/percentage of financing re-structured and mobilized for national development priorities	Data from Development Finance Assessment		Increased share of private finance compared to data in the DFA report; More efficient public resource allocation (in particular, for climate and social sectors)	National budget documents	Representing bodies of the INFF oversight committee, other line ministries, UNDP, UNICEF, UNFPA and WHO
Output 2.1: A gender-responsive integrated financing strategy is articulated					
Output 2.1 indicator 1: # of integrated financing strategies identifying financing solutions for closing the SDG financing	0	0	1	National Financing Strategy	UNDP, UNICEF, WHO and UNFPA

gap that have been developed with government in lead and adopted					
Output 2.1 indicator 2: # of stand-alone financing strategy sections on climate finance addressing SDGs 2, 6, 7, 11, 14, 15 that have been developed with government in lead and adopted	The existing climate finance investment portfolio compiled by the Ministry of Environment does not provide incentives targeting private sector participation and is not based on accurate climate-related public investments	0	1	National Financing Strategy	MoEN, MOF, MNPI, MOT, MED, business actors, UNDP
Output 2.1 indicator 3: # of stand-alone financing strategy sections on social service reforms required to achieve quality, equity and sustainability to achieve the SDGs 2, 3, 4, 5, 7, 10. that have been developed with government in lead and adopted	0	0	1	National Financing Strategy	MoE, MOGFSS. MOH, MOHE, MoF, MNPI, UNICEF, WHO and UNFPA
Output 2.2: Implementation of a gender responsive integrated financing strategy supported					
Output 2.2 indicator 1: # of tools/policies developed to address the need to account for inequalities, including gender inequalities, in	0	0	1	Gender responsive tools/policies adopted by the GoM	MoE, MOGFSS. MOH, MOHE, MoF, Parliamentary Committees, WB, USAID, UNICEF

fiscal policies and ongoing PFM reforms					
Output 2.2 indicator 2: # of capacity building workshops on budget appraisal, budget scrutiny, gender budget audits and reporting relevant to social service delivery for government and parliament officials	0	0	2	Training materials, Workshop reports	MoE, MOGSS. MOH, MOHE, MoF, Parliamentary Committees, WB, USAID, UNICEF and UNFPA
Output 2.2 indicator 3: # of activities/initiatives developed to automate the medicine and medical material management to minimize health spending leakages in procurement and distribution	0	0	1	Procurement and inventory reports, National Health Accounts	Ministry of Health, Ministry of Finance, WHO
Output 2.2 indicator 4: # of tools/policies developed on private investment incentives and advocacy to leverage climate finance from the private sector	0	0	1	Climate finance tools/policies adopted by the GoM	MoEN, MOF, MNPI, MOT, MED, business actors, ADB, IsDB UNFCCC secretariat, UNDP

Outcome 3. Integrated National Financing Framework (INFF) architecture strengthened, including improved monitoring of financing impact.

Outcome 3 indicator 1: Core institutional arrangements for oversight, coordination and monitoring of the INFF	DFA/INFF Oversight Team was established, but no function for the INFF oversight as yet.	Institutional arrangements for oversight and coordination over the INFF are set up	Annual monitoring report on INNFF is produced	Joint Programme Report	Representing bodies of the INFF oversight committee, UNDP and UNICEF
Output 3.1: Design of a gender balanced full-fledged INFF oversight committee completed and the committee is functional					

Output 3.1 indicator 1: INFF Oversight Committee as a coordination platform for public and private financing policies is established	Existing DFA/INFF Oversight Team leads the implementation of the DFA	INFF Oversight Committee composition is expanded; its mandate is designed	INFF Oversight Committee is operational	Design framework and operational guideline of INFF Oversight Committee	Representing bodies of the INFF oversight committee, UNDP
Output 3.1 indicator 2: # of INFF financing policy dialogue roundtables among key policymakers and private sector stakeholders led by the INFF Oversight Committee	0	1	3	TOR/Agenda and minutes of meetings, PPTs	Representing bodies of the INFF oversight committee, UNDP and UNICEF
Output 3.1 indicator 2: # of frameworks for the INFF Oversight Committee to monitor public and private financing, progress and impact of various financing policies, financing reform initiatives		Recommendation about adapting monitoring framework made	Indicators incorporated into monitoring framework	Report with recommendations on adapting SDG/national development plan monitoring framework	Representing bodies of the INFF oversight committee, UNICEF
Output 3.2: Capacity of the INFF oversight committee and private sector enhanced to enable stronger dialogue and collaboration on financing policies between government and other non-state stakeholders					
Output 3.2 indicator 1: # of capacity building workshops or mentoring meetings to the INFF Oversight Committee to build coherence across various financing policies, to advocate and build dialogue with a broad range of financing actors	0	0	1	Training materials, Workshop reports	Representing bodies of the INFF oversight committee, UNDP
Output 3.2 indicator 2: # of capacity building workshops to the public-private platforms on dialogues, feedback	0	0	1	Training materials, Workshop reports	Representing bodies of the INFF oversight committee, Business Council,

mechanisms and advocacy targeting business actors, business associations					Trade Facilitation Committee, PPP steering committee, Maldives GC network, UNICEF
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Annex 3. Gender marker matrix

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
1.1	Context analysis integrate gender analysis	2	<p>a) Baseline and situation analysis does not adequately cover underlying causes of gender inequality and discrimination, and these are not systematically described. No specific analysis of comparative advantage of PUNOs to address gender inequality.</p> <p>b) Sex-disaggregated data is minimal.</p> <p>c) Hence it is noted, throughout the joint work with Governmental institutions such as MoGFSS, PO, MoF, MNPI and NBS to build the JP, the specific challenge of assessing the impact of SDG financing on women has been discussed. Although the findings were that this impact cannot be adequately measured, therefore leading to a lack of disaggregated information in the problem statement, these findings provoked an inclusion of gender perspective in the INFF, including disaggregated data on SDG costing, gender responsive budgeting audit and ensuring</p>	<p>JP document see sections: 1.1 Problem Statement 2.1. overall programme strategy 2.3 Expected results by outcome and outputs 2.4 (paragraph on gender)</p>

			the full-fledged INFF committee is gender balanced.	
1.2	Gender Equality mainstreamed in proposed outputs	3	<p>a) The JP consists of three outcome areas where Gender is visibly mainstreamed across all outcomes and in line with SDG priorities including SDG 5.</p> <p>b) The JP will promote inclusion of gender aspects in the following outputs specifically addressing gender inequality in line with SDG 5 Output 1.2 In-depth gender responsive costing of social sector reforms completed for achieving quality, equity and sustainability in services Output 2.1. A gender-responsive integrated financing strategy is articulated Output 2.2. Implementation of a gender responsive integrated financing strategy supported including building the capacity of the line ministries to conduct gender audits of Budgets. Output 3.1: Design of a gender balanced full-fledged INFF oversight committee completed and the committee is functional</p>	JP Document see sections 2.3 Expected results by outcome and outputs 2.4 (paragraph on gender) Annex 2.2 Joint Programme Results Framework
1.3	Programme output indicators measure changes on gender equality	3	<p>The following output indicators will specifically measure changes on gender equality: Output 1.2.1 In-depth gender responsive costing of social sector reforms for achieving quality, equity and sustainability in services including the impact for men and women. Output 2.2. Gender audits of budget Output 3.2 Gender specific indicators for monitoring the financing impact Output 3.3 training delivered to the INFF Oversight Committee on gender sensitive</p>	JP Document see Annex 2.2 Joint Programme Results Framework

			decision making and impact of finance on women and men	
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	2	Government agencies who are considered to be in the national gender machinery have been consulted – MoGFSS, PO and MNPI which has the overarching role to address gender issues across portfolios	JP Document see section Partnerships and Stakeholder Engagement
2.2	PUNO collaborate and engages with women's/gender equality CSOs	1	The JP highlights partnerships within the private sector. Although specific GEWE CSOs are not mentioned, drawing on long-standing collaboration with women's organisations all PUNOs will advocate for gender mainstreaming in SDG financing and will have a clear role during the implementation, to analyze the impact of SDG finance on women and prioritize ways of reinforcing it, as well as their financial inclusion (capacity building/networking)	JP Document see sections on Programme Strategy Output 1.2, Outcome 2 and output 3.1
3.1	Program proposes a gender-responsive budget	2	Output 1.2 supports Government to undertake gender responsive costing which will guide the national budgeting process. Output 2.2 includes supporting the capacity of line ministries to do gender audits of budgets.	JP Document see sections 22.3 Expected results by outcome and outputs 2.4 (paragraph on gender) Annex 2.2 Joint Programme Results Framework
Total scoring		13		

Annex 4. Budget and Work Plan

4.1 Budget per UNSDG categories

4.1 Budget per UNDG categories

UNDP as the convening agency for this UNJP will have around 45 percent of the total programme budget and will coordinate the work under the guidance of the UNRC, as well as lead the reporting and evaluation of the UNJP. The total programme costs USD 1,472,534 of which USD 931,634 will be from the UNSDGF and the remaining from PUNOs. Within the allocation from UNSDGF, 80 percent is allocated for delivery of outputs to the government.

USD 16,552 (2% percent of UNSDGF) is allocated for monitoring, evaluation and reporting. Also, USD 33,105 (4% percent of UNSDGF) is budgeted for final independent and gender-responsive evaluation. While a total of USD 24,829 (3% of UNSDGF) is allocated for Strategic communication and Advocacy which is reflected through UNDP proposed budget.

UNDG BUDGET CATEGORIES	UNDP		UNICEF		WHO		UNFPA		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	0	20,545	0		0	35,000	0	35,000	0	540,900
2. Supplies, Commodities, Materials	36,552	49,000	0		1,000		0		37,552	
3. Equipment, Vehicles, and Furniture (including Depreciation)	0	75,000	0		0		0		0	
4. Contractual services	260,934	190,500	248,000	50,000	143,000	5,000	77,000		728,934	
5. Travel	20,500	20,500	0		43,700	5,000	29,500		93,700	
6. Transfers and Grants to Counterparts	0	55,355	0		0		0		0	
7. General Operating and other Direct Costs	5,000		0		0		5,500		10,500	
Total Direct Costs	322,986		248,000		187,700		112,000		870,686	
8. Indirect Support Costs (Max. 7%)	22,609		17,360		13,139		7,840		60,948	
TOTAL Costs	345,595	410,900	265,360	50,000	200,839	45,000	119,840	35,000	931,634	540,900
1st year	135,977.00	210,900.00	110,000.00	30,000.00	100,000.00	20,000.00	119,840.00	20,000.00	465,817.00	280,900.00
2nd year	209,618.00	200,000.00	155,360.00	20,000.00	100,839.00	25,000.00		15,000.00	465,817.00	260,000.00

4.2 Budget per SDG targets

The overall goal of the JP is that the population benefits from increased climate resilience and quality and equitable social services. The JP aims to increase the likelihood of Maldives achieving SDG targets relevant to climate action (Goals 2, 6, 7, 11, 14, 15) and social services (Goals 2, 3, 4, 5, 7, 10). The JP interventions will however specifically contribute to targets outlined in the table below. Output 1.2, 2.1 and 2.2 focus on reforming the social sector service delivery. The proposed activities will directly contribute to Target 1.b as the priority is to undertake the costing, to develop the financing strategy and implement financing reforms to make the social sector service delivery gender responsive, more equitable and sustainable. The same outputs also integrate a core health financing component which will contribute to Target 3.8. The development of the National Integrated Financing Strategy (Output 2.1) using reliable cost estimates (Output 1.1) and the operationalization of the INFF process through a full-fledged INFF committee (Output 3.1) is expected to contribute to the SDG target 17.3. Similarly, the Outputs 3.1 and 3.2 on strengthening the institutional capacity of public and private dialogue and engagement will directly contribute to SDG target 17.17.

SDG TARGETS		%	USD
	Target 1.b Indicator: Proportion of government recurrent and capital spending going to sectors that disproportionately benefit women, poor and vulnerable groups	38	550,334
	Target 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	17	243,794
	Target 17.3 Mobilize additional financial resources for developing countries from multiple sources. Indicator: Foreign direct investments (FDI), official development assistance and South-South Cooperation as a proportion of total domestic budget	26	381,754
	Target 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships. Indicator: Amount of United States dollars committed to public-private and civil society partnerships	19	275,254
TOTAL		100	1,451,134.02

4.3 Work plan

Outcome 1			Outcome 1: Financing needs to achieve SDGs in the aftermath of the Covid 19 crisis identified including long-term investments required for climate action, equitable and gender responsive social service provision.																	
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved			
	2020	2021		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)					
Output 1.1 Overall financing gap for achieving the SDGs estimated based on forecasts and costing taking into account the impact of the ongoing Covid-19 pandemic.			Assess the Covid-19 impact on SDGs in the Maldives and the implications for financing												UNDP BRH mission x1 x 3,500, International consultant x 60 days x800, National consultant x 60 days x300, Workshops logisits costs x 1 x 10,000	79500	26,900	106,400	UNDP	INFF oversight committee, MoEn, other line ministries, IMF
			Conduct comprehensive costing exercises to estimate the financing gap for Maldives to attain SDGs post-Covid crisis														8,000			
Output 1.2 In-depth gender responsive costing of social sector reforms completed for achieving quality, equity and sustainability in services including the impact for men and women			Social Service Sector Analysis and costed Sector Plan development to achieve SDGs 2, 3, 4, 5, 7, 10												Institutional contract with international consultancy firm 1 year x 80000	80,000	15,000	233,080	UNICEF	MoGFSS, MoH, Parliament, MoE, NBS, SDG Unit, MNPI MOF,Police, LGA
			Costing developed identifying the human capital development needs and investments for SDGs 2, 3, 4, 5, 7, 10, under the context of the upcoming aged population adopting a life-course approach (National Transfer Account)												Intl Consultant x40 days x 800 National consultant x 40 days x300 Field visit x 4 atolls x 7375 Operating Cost 5500	79000	30,000		UNFPA	SDG Unit – MNPI, IOM, WB, MOHE, MoGFSS, MoH, MoE,NBS, MoF
			Review current public health financing system and identify areas for equitable allocation and sustainable financing for SDG 3 taking into consideration the impact and lessons on the health system in the aftermath of the Covid-19 pandemic													-International Consultants Group Professional fee: USD 600 x 20 *3 experts days Perdiem 236*10*3 Ticekt USD 1000*3 (A Public Health Expert, Health Economist, statistician) - Local level consultations and stakeholders meeting (USD 5000) : Dissemination at a high level Forum (USD 8000)	59,080		15,000	WHO

Outcome 2			A national integrated financing strategy is developed and operationalized																	
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved			
	2020	2021		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contribution (USD)	Total Cost (USD)					
Output 2.1 A Gender responsive integrated financing strategy is articulated			Develop and launch the national integrated financing strategy											UNDP BRH mission x 2 x 3,500 National consultant x 40 days x300 Meeting costs 5000 workshop x1 x 10,000 Dissemination 6000	40,000	2,000	182,080	UNDP	INFF Oversight committee, other line ministries, IMF, WB, ADB, ISDB	
			Compilation of a climate finance portfolio with incentives for private sector as a chapter of the national integrated financing strategy											UNDP BRH mission x 2, National consultant x 40 days x300 Meeting costs 5000	24,000	136,000		UNDP	MoEn, MOF, MNPI, MOT, MED, business council, business actors, ADB, UNFCCC secretariat	
			Compilation of the social sector financing strategy as a stand-alone chapter of the National Integrated financing Strategy												International Consultant Professional fee 600 x 30 days= USD 18000 Perdiem 236*30= USD 7080 Ticket USD 1000 workshop costs; USD 10000 Dissemination: USD 15000	51,080		10,000	WHO	MOH, PUBLIC AND PRIVATE HEALTH PROVIDERS
															International consultant 40 days x 800	32,000		7,000	UNICEF	SDG Unit – MNPI, IOM, WB, MOHE, MoGFSS, MoH, MoE,
															Int'l Consultant (UNFPA) x 30 days x 800 national consultant x 300 x 30days	33,000		5,000	UNFPA	SDG Unit – MNPI, IOM, WB, MOHE, MoGFSS, MoH, MoE, MNU
Output 2.2 Implementation of a gender responsive integrated financing strategy supported			Capacity building of key line Ministry staff on social sector budget preparation, budget scrutiny by Parliament, and production of regular budget monitoring reports											International PFM consultancy firm 3 months x 60,000	60,000	15,000	213,540	UNICEF	MoE, MOGFSS, MOH, MOHE, MoF, Parliamentary Committees, WB, USAID	
			Establish the government e-platform for procurement and inventory management of medicines and medical products											Professional fee 600 x 30 days= USD 18000 Perdiem 236*15= USD 3540 Ticket USD 1000 -Technical capacity building trainings for e-platform FPS: USD 35000 - Pilot testing and rollout: USD 20000	77,540	20,000		WHO	Central Procurement Division of Ministry of Health, Maldives Food and Drug Agency, Ministry of Finance, UNODC	
			Facilitate accelerated climate finance advocacy with private sector and gauge commitment of selected partners to finance the climate finance portfolio of the financing strategy											Int'l Consultant x20 days x800 National consultant x60 days x300 Overseas and local advocacy forums 20,000 Publication of materials and dissemination 7000	61,000	200,000		UNDP	MoEn, PO, MOF, MOFA, SDG Unit – MNPI and line ministries, donors, private sector partners, ADB, IsDB Bank of Maldives MFMC, Morteza capital, international private and local investors, MATI MATATO MACI, GC Maldives network	

Outcome 3			Integrated National Financing Framework (INFF) architecture strengthened, including improved monitoring of financing impact.														
Output	Annual target/s		List of activities	Time frame				PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved				
	2020	2021		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)
Output 3.1 Design of a gender balanced full-fledged INFF oversight committee completed and the committee is functional.			Provide operational support to the INFF oversight committee - develop and or update structure, operational procedures and ToR INFF oversight committee									National Coordinator consultant 300 x 100 days	30,000	20,000	120,000	UNDP	INFF Oversight Committee members
			Design the monitoring framework for INFF oversight committee and integrate financing monitoring roles and indicators specifically within the members that have national policy and planning functions									International consultant 800x30 days Meeting costs 4000	28,000	5,000		UNICEF	INFF Oversight Committee members
Output 3.2 Capacity of the INFF oversight committee and private sector enhanced to enable stronger dialogue and collaboration on financing policies between government and other non-state stakeholders.			Conduct capacity building to build skills, awareness and knowledge on INFF institutional architecture and roles of core agencies									Training and exposure visits x 2 x 4000 Training costs 6000	14,000	18,000		UNDP	INFF Oversight Committee members
			Conduct capacity building to private sector entities on the INFF architecture and to gauge support for for public-private collaboration									National consultant x 300 x 60 Periodic training, advocacy events and public -private forum logistics costs 20,000	48,000	8,000		UNICEF	INFF Oversight Committee members, business council, trade facilitation committee, PPP committee, GC Maldives network, MPAO, Bank of Maldives MFMC, Morteza capital ADB, MATI MATATO MACI,
Joint programme management			List of activities	Time frame				PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)
Output 4.1 The Joint Programme is successfully implemented with oversight and independent final evaluation ensured.	Effective monitoring and timely quality reporting of the UNJP is ensured	Effective monitoring and final independent evaluation conducted	4.1.1 -Monitoring and Reporting for JP									indirect costs such as meetings for JP monitoring and reporting	16,552	0	74,486	RCO via UNDP	
			4.1.2. Advocacy & Strategic Communication									Contractual services and general operating and other indirect costs.	24,829				
			4.1.3. Final Evaluation									Individual Consultancy	33,105				

Annex 5. Risk Management Plan

The goal of the Joint Proposal for SDG Financing is to increase mobilization, alignment and accountability of financing flows for SDGs in Maldives. For a smooth implementation of the proposed activities it is essential to map potential risks which may arise during the duration of the project. Therefore, a risk management plan is operationalized to assess, prevent and mitigate risks for achieving the objectives to reinforce the SDG financing architecture.

Overall Risk Management measures:

- (i) As the Convening Agency for joint programme, UNDP will be responsible for overall coordination and convening PUNO meetings to assess the risks as needed.
- (ii) The full-fledged INFF Oversight Committee will act as the steering committee for the JP providing overall strategic direction, oversight and quality assurance and decision making on the direction of JP activities. It is responsible for the overseeing the design, implementation and monitoring of the INFF in the Maldives
- (iii) UN Country Team will provide JP quarterly updates during the UNCT meetings
- (iv) The technical aspects of the activities carried out by each PUNO will be closely monitored and reported with support from the RCO. The Monitoring exercises to include assessments and updates of risks and their mitigation measures.
- (v) Each PUNO will appoint a Risk focal point, who will be responsible for monitoring risks affecting its contributions to the JPs outcomes.

Refer to the table below for detailed information on various type of risks, corresponding mitigation measures and the responsible organization.

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
Contextual risks					
Negative economic and financial implications due to COVID-19 that might lower the fiscal space and reduce the capacity of the Ministry of Finance to mobilize public resources for SDGs	16 HIGH	4	4	Advocacy on cost effective and containment measures to reserve limited public resources Mobilize resources from other sources (private sector, organizations and aids etc..)	PUNOs

Political instability in the current government administration (political coalition) could change existing composition of policy level decision makers	2 Low	1	2	<p>Conduct advocacy sessions to policy level decision makers to educate and inform on the need for prioritization of JP activities</p> <p>Develop evidence-based policy briefs informing on the long term positive impacts and expected outcome of the activities</p> <p>Engage with High Ranked Civil Servants to ensure continuity of the project</p>	PUNOs
Programmatic risks					
Delay in implementation by the partners	3 Medium	1	3	Regular meeting of “oversight committee” for monitoring progress and addressing challenges in implementation	PUNOs
Limited technical resources and capacity in government for implementation	4 Low	2	2	Ongoing capacity building of staff	PUNOs/ INFF oversight Committee
Intersectoral collaboration, coordination and communication within government counterparts	6 Medium	2	3	INFF Oversight Committee established with all key line Ministries and giving ownership to steer the project and ensure regular meeting with documentation of issues and action taken	PUNOs/INFF Oversight Committee
Institutional risks					
Limitation in the availability of resources. Funding not sufficient for overcoming challenges that arise during implementation	3 Medium	1	3	PUNOs harness partnership for resource mobilization with private sector, International/National organizations and foundations and collaborate for institutional strengthening and sustainability	PUNOs
Poor coordination and communication amongst PUNOs	2 Low	1	2	Regularize meetings for information sharing and updating amongst PUNOs	RCO
Fiduciary risks					
Funds not used adequately by Implementing partners	2 Low	1	2	UNCT provides quarterly updates during UNCT meeting Regular monitoring and supervision to ensure smooth implementation	RCO and PUNOs