



**PROJECT DOCUMENT**

***Maldives***

**Project Title:** Conserving Reefs through Adaptation and Livelihoods (CORAL)

**Project Number:** 01004593

**Start Date:** 25 November 2025

**End Date:** 31 May 2030

**PAC Meeting date:** 17 July 2025

**Brief Description**

The Maldives, home to over 3% of the world’s coral reefs, faces severe climate-related challenges, including rising sea levels, frequent marine heatwaves, and increased coastal erosion. Local pressures such as overfishing, pollution, and habitat degradation further weaken coral resilience, threatening marine biodiversity and economic sectors like tourism and fisheries. Socioeconomic vulnerabilities, including high dependence on coastal resources, limited climate data, and constrained financial and technical capacity, exacerbate these risks, making climate adaptation a national priority.

In response, the Maldives has undertaken ambitious initiatives to strengthen climate resilience and reduce carbon emissions. The Government of Maldives has committed to a 33% reduction in emissions by 2030 and aims for carbon neutrality, contingent on international support. At COP29, the Maldives emphasized the role of renewable energy, innovative technologies, and nature-based solutions in climate adaptation and mitigation. The country’s Nationally Determined Contributions (NDCs) focus on energy, transport, tourism, and agriculture, integrating community-driven and gender-inclusive approaches.

This project aligns with these priorities by promoting coral reef conservation and renewable energy integration in marine protected areas. Through capacity building, infrastructure enhancement, and local adaptation initiatives, it fosters sustainable livelihoods, advances gender equality, and strengthens governance. By incorporating circular economy principles and leveraging global partnerships, the initiative contributes to a climate-resilient, low-carbon future for the Maldives, ensuring long-term environmental and economic sustainability.

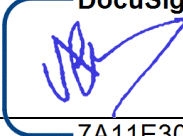
<p><b>Contributing Outcome (UNSDCF, CPD):</b> UNSDCF Outcome 3, CPD 2.1, 2.2, 3.1</p> <p><b>Indicative Output(s) with gender marker:</b> Output 1: Economic benefits and investments for inclusive climate and disaster resilience are strengthened through revitalized National Park management   GEN2 Output 2: Enhancement of the existing coral reef conservation and restoration initiatives through capacity development and introduction of innovative solutions   GEN2 Output 3: The island community operates on 100% solar energy, with reliable solar power systems in place, local capacity established for ongoing maintenance, and strong stakeholder commitment ensuring long-term energy security..   GEN2</p>
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<b>Total resources required:</b>	AUD 5,000,000 USD 3,121,098.63	
<b>Total resources allocated:</b>		
	<b>UNDP TRAC:</b>	Not applicable
	<b>Donor:</b>	AUD 5,000,000 USD 3,121,098.63
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>	USD500,000	

**Agreed by (signatures):**

United Nations Development Programme  
Project Document

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UNDP (Implementing Partner)		
Adnan Cheema	 <b>DocuSigned by:</b>	07-Dec-2025
Print Name: Resident Representative		
Date:	7A11E308E3FE4ED...	

## 1. DEVELOPMENT CHALLENGE

The Republic of Maldives' coral reef area covers an area of ~4,500 km<sup>2</sup>, which is comprised of 2,041 distinct coral reefs. This corresponds to nearly 5% of the world's reefs and represents the 7<sup>th</sup> largest coral reef system in the world in terms of area covered<sup>1</sup>.

The Maldives' extensive coral reefs and associated ecosystems and resources support significant biodiversity and underpin the national economy, culture, and identity. As such, the Maldives is one of the most coral-dependent countries in the world. Maldivian coral reefs are subject to many of the common challenges coral reef ecosystems face globally, including coastal and marine habitat modification and loss, overfishing, and pollution from land- and marine- sources, among others. Local threats such as these are known to reduce the natural resilience and capacity of coral reefs to withstand and recover from acute climate-driven events, such as marine heatwaves. These types of local threats, in combination with the anticipated impacts of climate change and the projected increased frequency of marine heatwaves and mass coral bleaching events, will likely have catastrophic impacts on the Maldives' coral reef ecosystem. Previous studies have, however, provided early indications that some parts of the Maldives' coral reef ecosystem may be more resistant and/or resilient than others, having either avoided bleaching or demonstrated rapid recovery after mass bleaching events.

The Maldives is particularly vulnerable to climate change due to the overall rise in sea levels and fluctuations caused by increasing intensity and frequency of weather events such as storms and high tides. These global-level climate threats directly threaten the economic and social well-being of the Maldives, where the livelihoods and essential infrastructure of most communities lie less than 1 km from the ocean. Every aspect of life is intrinsically linked with and susceptible to changes in ocean and weather patterns. This new reality requires a shift in the approach to human development and the advancement of human security. Urgent consideration must be given to ambitious strategies for reducing emissions and removing carbon dioxide from the atmosphere, alongside decisive adaptation measures, to ensure long-term human security.

Considering the likelihood of severe impacts from climate change on the communities in the Maldives, it is crucial that sustainable interventions are implemented to enhance the Maldives' climate resilience and sustainability, ensuring the long-term health of its coral reefs and the well-being of its communities.

## 2. STRATEGY

The Government of Maldives has pledged to reduce 33% of emissions by 2030, and to go carbon neutral by 2030, contingent that the country receives adequate international assistance and support. The country's Nationally Determined Contributions (NDCs) under the Paris Agreement, acknowledge the challenges the country faces, given the high population density in the greater Male region, dispersed geography, and limited resources. The Maldives NDC focuses on crucial actions to strengthen the country's resilience to climate impacts and prioritises mitigation in energy, transport, and economic sectors such as tourism and agriculture. At UNFCCC COP29, global discussions emphasized the

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<sup>1</sup> Hilmi, Basu, Crisóstomo, & Lebleu, (2023), retrieved from [https://www.researchgate.net/publication/369304765\\_The\\_pressures\\_and\\_opportunities\\_for\\_coral\\_reef\\_preservation\\_and\\_restoration\\_in\\_the\\_Maldives](https://www.researchgate.net/publication/369304765_The_pressures_and_opportunities_for_coral_reef_preservation_and_restoration_in_the_Maldives)

transformative potential of renewable energy and technology to address climate challenges, aligning closely with the Maldives' priorities. Countries committed to doubling energy efficiency while transitioning from fossil fuels, highlighting innovative technologies like solar power and energy storage as key to sustainable energy systems. This aligns with the Maldives' focus on low-carbon development and initiatives such as the International Zero Carbon Island. Localized mitigation efforts were also prioritized, with an emphasis on improving energy access in rural and vulnerable communities to build equity and resilience, reflecting the Maldives' advocacy for empowering local actions. Additionally, the conference emphasized the integration of nature-based solutions alongside renewable energy to meet both adaptation and mitigation goals. With its commitment to coral conservation and inclusion of local communities in marine conservation efforts, the Maldives underscored the importance of global partnerships and technology transfer to drive these initiatives forward effectively.

Reduction in fossil fuel dependence also helps mitigate the macro-fiscal challenges that the Maldives currently faces. The fuel import requirement is one of the biggest leakages from foreign exchange reserves, with the outflow from foreign exchange reserves for the import of fuel during 2022 on par with the stock of foreign exchange reserves at the end of the year, and energy (fuel and electricity) subsidies accounting for 5.4% and 8.2% of the total budget<sup>2</sup> and recurrent expenditure respectively in 2024<sup>3</sup>. A reduction in the dependency on fuel may therefore improve external and fiscal accounts, and create fiscal space that could in turn be diverted towards expanding adaptation and mitigation efforts.

The expected outcomes of the interventions to be introduced through this project include:

- Improved coral reef health and resilience: Increased coral cover, biodiversity, and ecosystem services in targeted marine protected areas.
- Increased renewable energy adoption: Transition to cleaner energy sources in islands and specifically in communities that have protected areas in and around them, reducing the reliance on fossil fuels.
- Enhanced community resilience: Diversified livelihoods, and increased capacity to adapt to climate change impacts.
- Strengthened national policy and institutional capacity: Improved policies and regulations supporting coral reef conservation, renewable energy integration, and climate change adaptation.

**The following are the high level outputs planned for this project in alignment with the development challenges identified for this project :**

- Output 1: Improved Nature Park Visitor Centre through Sustainable Master Planning for Inclusive Economic Growth and Resilient Resource Management
- Output 2: Strengthened Coral Reef Conservation and Restoration through Inclusive Capacity Development for Enhanced Climate and Disaster Resilience.
- Output 3: The island community operates on 100% solar energy, with reliable solar power systems in place, local capacity established for ongoing maintenance, and strong stakeholder commitment ensuring long-term energy security..

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<sup>2</sup> Ministry of Finance, 2025. Retrieved from <https://www.finance.gov.mv/public/attachments/ECw20oX5FicsH1L2dBtUEfE4QbnMVRReGVtdXcBT.pdf>

<sup>3</sup> Maldives Monetary Authority, 2024. Retrieved from <https://www.mma.gov.mv/#/statistics/monthlyStatistics>

**The following assumptions are made for the project and expected during the implementation of the project:**

- Continued political will and commitment from the Government.
- Adequate financial and technical support from international partners.
- Active participation and ownership by local communities.
- Effective coordination and collaboration among stakeholders.
- Favourable environmental conditions and technological advancements.

This theory of change provides a framework for understanding how the project's interventions can lead to desired outcomes and contribute to the long-term goal of a climate-resilient and sustainable Maldives.

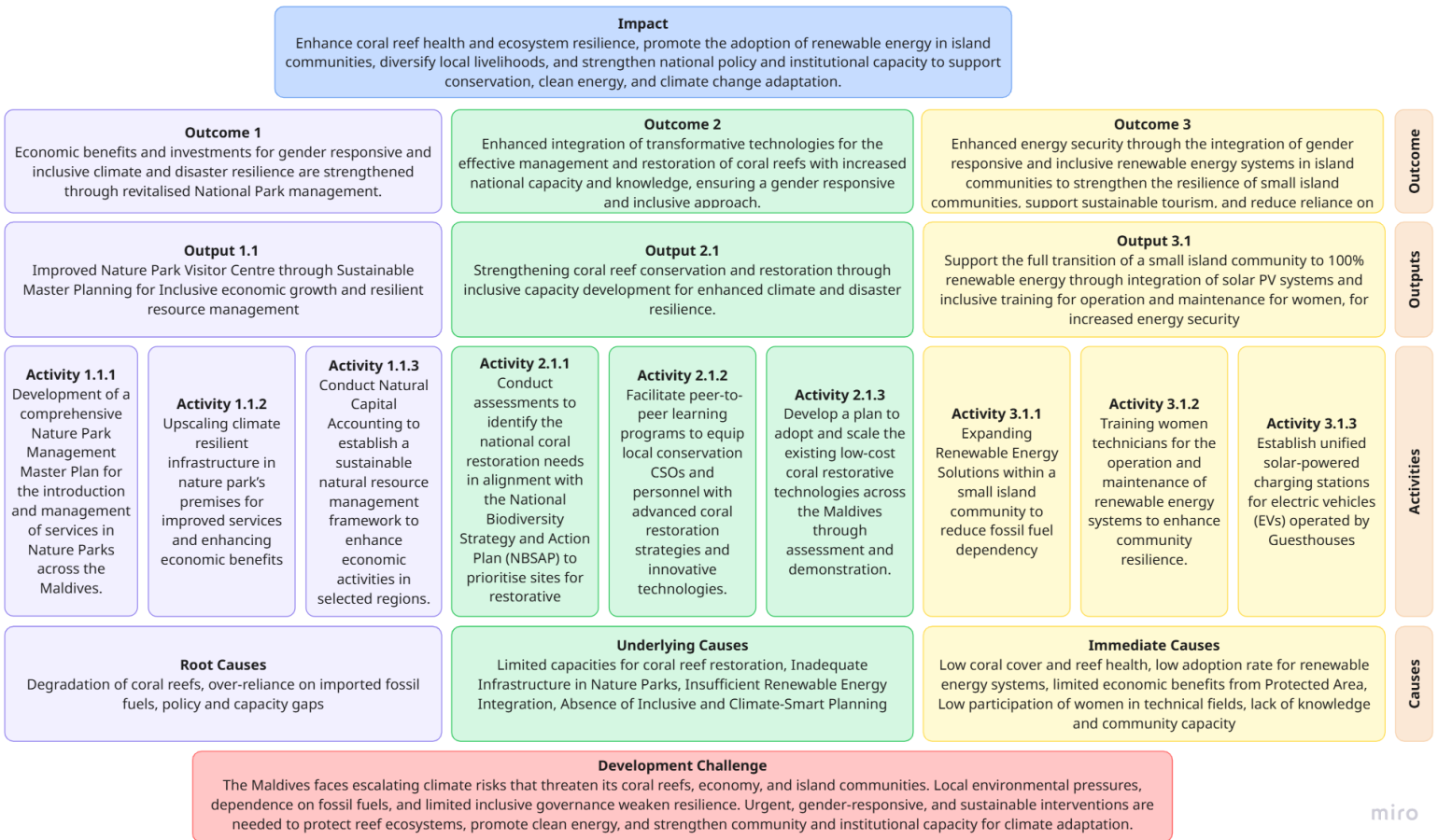


Figure 1 Project Theory of Change

This project is vital as it addresses the interconnected challenges of climate change, biodiversity loss, and energy sustainability, particularly acute for Small Island Developing States (SIDS) like the Maldives. Focusing on coral reef conservation and renewable energy integration in marine protected areas aligns with national and global climate priorities, including the Maldives' commitment to NDCs.

The objectives stem from the urgent need to enhance local resilience through innovative, inclusive solutions that empower communities, promote gender equality, and foster sustainable livelihoods. Drawing on insights from COP29 and global best practices, the project emphasizes energy efficiency, nature-based solutions, and community-driven adaptation and mitigation measures. This ensures

environmental protection and equitable economic opportunities, making it a critical step toward a climate-resilient, low-carbon future for the Maldives.

Furthermore, the project interventions are aligned with the Australia-South Asia Regional Development Partnership Plan (2024), with specific focus on contributing to the achievement of Objective 2: Contribute to a climate resilient South Asia region, with emphasis on increasing disaster preparedness specifically in and around the protected areas and Nature Parks. Coral restoration initiatives will also be informed through assessment of existing conditions and climate data and projections to ensure enhances resilience.

All activities under the project will be implemented in line with the Gender Equality and Social Inclusion strategies with the aim of ensuring benefits to all including marginalised groups such as women, youth and Persons with Disability (PWDs). Communities will be engaged to improve participation and in particular focus on creating opportunities for women to act as community leaders and/or advocates for climate resilience.

### **2.1. GENDER INCLUSIVITY FOR CLIMATE CHANGE ADAPTATION**

The Human Development Report for 2023-2024 by UNDP ranks Maldives as a country with high human development in terms of both the Human Development Index and the Gender Development Index. According to the Sixth Periodic Report of Maldives under the Convention on the Elimination of All Forms of Discrimination against Women, concerns were highlighted on the limited involvement and consultations with women, especially in rural areas, in making decisions and policies about disaster management, reconstruction, and recovery. Their opinions and needs are often ignored. Furthermore, while rural women are more vulnerable to disasters, the focus is primarily on reducing the impact of disasters (mitigation) rather than preventing them in the first place. As such, to ensure that these concerns are addressed, recommendations were made to ensure that women are represented and participate in the development of legislation, policies and programmes on climate change, disaster response and disaster risk reduction.

National and international standards inform the efforts towards increasing gender-responsive sustainable development in the country. As such, key guiding principles noted in the National Gender Equality Action Plan (2022-2026), as well as the UNDP Gender Equality Strategy (GES) 2022-2025, provide the foundation for incorporating gender-responsive interventions through the project activities. Specifically, under Signature Solutions 4 and 5 on environment and energy, respectively, of UNDP GES, this programme aims to enhance the existing capabilities in island communities by creating gender-responsive opportunities for women to drive economic empowerment and in the management of natural resources. Furthermore, Signature Solution 6 on overall gender equality is considered for activities where a conducive environment will be created for women to step into sectors in which predominantly men have developed skills.

This project aligns with Australia's commitments to disability equity and rights in climate action and adaptation, as outlined in the International Disability Equity and Rights Strategy. It is also in line with the Situational Analysis of the Rights of Persons with Disabilities in the Maldives (UNPRPD), specifically Section 3 on Climate Change, which highlights five policy goals and strategies, including building the resilience of island communities by mapping vulnerabilities and formulating targeted response plans. The policy further emphasizes fostering a just and inclusive society that respects human rights, diversity, and equal opportunities while combating all forms of discrimination. Additionally, under

UNDP's Gender Equality Marker scale, this project is classified as GEN2, meaning gender equality is not the primary objective but is significantly and consistently integrated through rationale, activities, indicators, and budget allocations. This aligns with UNDP's GES 2022-2025, which mainstreams gender equality and women's empowerment across its five signature solutions and through stand-alone interventions at all organizational levels.

Gender-responsiveness during implementation will be a key consideration wherein the project will aim to address the specific needs, concerns, and roles of different genders, considering the social, cultural, and economic contexts. This will therefore aim to achieve the overarching outcomes and outputs of the project through a gender-transformative approach. Activities will be sensitive to, and to the extent possible, address gender-based disparities, norms and power dynamics that perpetuate gender inequality within the focus areas of the project. The goal is to foster an inclusive and just environment by actively considering and accommodating diverse gender perspectives in the design and implementation of activities.

**To this end, some guiding questions that will be considered when designing the plans for activity implementation are:**

- How can the proposed activity ensure meaningful and equitable participation of all genders?
- Have the activities been designed to address / accommodate the diverse needs and barriers faced by women and minority groups?
- Do the activities promote and ensure that all genders have equal access to resources, training, and opportunities?
- Have the activities been framed to challenge and address harmful gender norms within project context?
- How can targeted activities be framed to build government stakeholders awareness on women's rights and capacities in the sustainable management and governance of natural resource management?

### **3. RESULTS AND PARTNERSHIPS**

#### **3.1. EXPECTED RESULTS**

The project interventions are focused on the two key approaches of addressing climate change impacts. The first is conservation which is linked to adaptation. Outputs 1 and 2 focus on the effective management of protected areas and includes key interventions in conserving and restoring coral reefs through digital innovation, enhances local capacity and technology integration. The second key area of interventions within the project are focused on renewable energy integration as a mitigation measure against the impacts of climate change with Output 3 focused on increasing the renewable energy in the energy mix of the country in alignment with national policies and priorities.

The project aims to diversify revenue streams, enhance visitor experiences, and stimulate local economic development by supporting MSME involvement in the operations of the nature parks. Ultimately, the project will drive investments, support local innovation, and promote long-term sustainability and inclusivity within the community.

**Component 1: Conservation (Adaptation)**

The thematic area on conservation primarily focuses on the effective management of the existing protected areas whilst envisioning and paving the way for integrated management frameworks in nature parks to be established across the Maldives. With Addu and Fuvahmulah Nature Parks serving as a demonstration for replication, the activities under this thematic area serve as the basis for enhancing the management effectiveness in and across the country, which has the potential to drive economic benefits through innovations and community participation.

**End of Programme Outcome (EOPO) 1: Economic benefits and investments for gender responsive and inclusive climate and disaster resilience are strengthened through revitalized National Park management.**

**Output 1.1: Improved Nature Park Visitor Centre through Sustainable Master Planning for Inclusive Economic Growth and Resilient Resource Management**

**Activity 1.1.1: Develop a comprehensive Nature Park Management Master Plan for the introduction and management of services in Nature Parks across the Maldives.**

The Maldives has a total of 91 protected areas as of the end of 2024<sup>4</sup>. However, with only six management plans published to date, the Ministry of Tourism and Environment is working to develop management plans for all of the protected areas. As an extension of such management plans, it is crucial to have a holistic approach to the management of nature parks as well. With the government's pledge to establish nature parks in every atoll, this activity aims to develop a comprehensive framework to inform the management of nature parks once established. A comprehensive framework well incorporated with the existing strategies and priorities such as those set forth in the National Biodiversity Strategy and Action Plan (NBSAP), conservation efforts within local communities by leveraging existing cultural and traditional knowledge will serve as the foundation for the sustainable operation of nature parks. This, in turn, contributes to the protection of natural flora and fauna, as well as their habitats, thereby increasing the resilience of island communities.

The activity focuses on developing a Nature Park establishment and management framework for introducing new services in existing nature parks in Maldives and providing a framework for introducing and developing services in newly established nature parks, considering socio-economic and environmental factors. The framework will integrate gender and social inclusion by creating a Gender and Social Inclusion (GSI) plan to ensure accessibility and participation for women, marginalized groups, and persons with disabilities. This activity involves conducting a thorough assessment to identify potential new services that could be offered at Nature Parks depending on the socio-economic and environmental factors unique to the nature park. These new services could include activities such as guided tours, educational programmes, equipment rentals, trekking, hiking or partnerships with local businesses.

While the Master Plan will focus on socio-economic factors for long-term sustainability, the rapidly evolving climate in the region and the increasing frequency of extreme weather events, have heightened the exposure of ecosystems and established infrastructure to climate risks. To address these

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<sup>4</sup> Ministry of Climate Change, Environment and Energy, 2024. Retrieved from <https://data.jncc.gov.uk/data/aa3fff4d-520d-4866-b631-06fcb978ca44/ocpp-maldives-pca-forum-report.pdf>.

challenges, the Master Plan will serve as a comprehensive framework to ensure that the Nature Parks (NPs) established across the Maldives are structurally sound and incorporate climate resilience and disaster risk reduction (DRR) measures. It will integrate localized disaster risk information, drawing from both meteorological data and traditional knowledge, to enhance site-specific adaptation strategies. Additionally, this activity will align with **Activity 2.1**, which assesses coral reef health and establishes ecological baselines which provide crucial information that will help assess the effectiveness of specific interventions. The Master Plan will provide clear guidance for policymakers and implementers on assessing baseline conditions for the unique ecosystems within and around the Nature Parks, enabling the development of strategies that effectively incorporate climate adaptation and disaster management.

- The Master Plan will serve as the guidance document that will establish the way in which Nature Parks are to be established, managed and maintained. The Master Plan will guide the localized plans developed for Nature Parks which shall integrate the following components on how a Nature Park once es, but is not limited to:
  - o Guidance on governance and management responsibilities across national and sub-national government;
  - o Guidance on process for identifying zones, principles or considerations,
  - o Define zones: conservation areas, visitor zones, eco-lodges, research sites, etc.
  - o Baseline study on existing ecosystems (flora, fauna, coral reefs, mangroves, etc.).
  - o Governance & Management mechanisms (roles and responsibilities of national and sub-national governments in the roll-out and implementation of NPs in the Maldives)
  - o Financial & Investment Plan to inform the financial and economical sustainability of the NP.
  - o Monitoring & Evaluation Plan and accountability matrix, which will be informed through the review of management plans on updated climate data and projections
  - o Communications and partnerships strategy outlining the strategies for disseminating key information to various stakeholder groups and identification of entry points for unlocking potential partnerships in the private and public sectors

Furthermore, the framework will incorporate key components and considerations to address climate and disaster risks while ensuring long-term resilience to environmental challenges. Infrastructure within the Nature Parks will be designed using weather-resistant materials to enhance durability and minimize maintenance costs over time. The development of the Master Plan will integrate risk-informed planning to mitigate potential threats to park ecosystems and visitor safety during extreme weather events or disasters. This approach will be guided by existing data sources, including climate considerations such as coral reef health surveys, temperature trends, ocean acidification analyses, and erosion pattern studies. Additionally, comprehensive assessments of flora and fauna, along with sediment studies, will be conducted to monitor the health of mangrove ecosystems. Advanced mapping techniques, such as GIS mapping, heat mapping, and elevation (topographic) analysis, will further support informed decision-making for park design and management.

The activity aims to identify opportunities that will enhance visitor experiences, drive revenue, attract investments, and stimulate economic growth within the nature parks in a streamlined manner across Maldives with an overarching Master Plan which can be leveraged to access financing to sustain the operations and maintenance in Nature Parks. By assessing the current local markets, this foundational step seeks to pinpoint what economic opportunities can be derived from the nature parks, enabling a more sustainable investment approach. The goal is to leverage these opportunities to foster increased investment, promoting long-term sustainability across the Maldives while ensuring that the benefits are felt locally. Through this, the project will create a cycle of economic development that supports both the conservation efforts and the livelihoods of nearby communities. In line with the National Gender Equality Action Plan (2022-2025) and UNDP's Gender Equality Strategy, this activity will be implemented in close coordination and consultation with all members of the community. The effectiveness and resilience of the management of nature parks and protected areas rely on local traditional knowledge and the incorporation of global good practices into traditional and cultural practices at the community levels to protect their environment and natural assets.

**Activity 1.1.2: Upscale climate resilient infrastructure in nature park's premises for improved services and enhancing economic benefits**

This activity focuses on improving the physical infrastructure of the nature parks based on the needs assessment and aligns with the framework developed in **Activity 1.1**. It will involve upscaling existing buildings and infrastructure, upgrading facilities, and creating a more welcoming environment for visitors, with emphasis on making the parks more accessible and PWD (persons with disabilities) friendly. The activity will support the enhancement of existing structures within Addu and Fuvahmulah Nature Parks to ensure inclusivity and ease of access for all visitors.

Considering the vulnerability of the existing infrastructure to extreme weather events, future developments and any infrastructural changes will be conducted in line with UNDP's policies including required feasibility assessments and in adherence with Social and Environmental Standards (SES). Infrastructure-related activities will be informed through climate and disaster risk assessment for the proposed sites and incorporate relevant criteria into the design and construction process to mitigate risks throughout the asset's lifespan. Furthermore, the material selection will consider the adoption of weatherproof, sustainable material which will increase the lifespan of the facilities and minimise maintenance costs. Moreover, the following safeguards clearances (Feasibility Study, SES (ESIA, ESMP), Preparation of Detailed Design, BOQ, BOQ verification, QA/QC and Site supervision )will be conducted prior to any construction and civil works as per UNDP policy (*Guidance Note: Construction Works Policy | United Nations Development Programme*) This initiative seeks to enhance the environment and appeal of the location through renovations and upgrades, creating a more welcoming atmosphere for visitors. In doing so, it aims to increase the location's visibility and attractiveness to potential investors. By addressing the infrastructure improvements identified by government counterparts, the project will highlight the value of the parks and position them as viable sites for new services and business ventures. The enhanced visibility is expected to drive investment in the park's facilities and services and the surrounding communities, fostering long-term local sustainability and economic growth.

**Activity 1.1.3: Conduct Natural Capital Accounting to establish a sustainable natural resource management framework to enhance economic activities in selected regions.**

This activity will focus on conducting the necessary assessments to take stock of existing resources in Addu by applying the Natural Capital Accounting methodology. The Natural Capital Accounting conducted in Laamu Atoll in collaboration between the Ministry of Climate Change, Environment and Energy and the University of New South Wales will serve as the technical basis for this activity and will derive lessons learned from the assessment conducted in Laamu Atoll. This activity aims to assess the existing natural assets in Addu and Fuvahmulah and gain an understanding of their role in the economic activities in and around the atolls. The NCA can demonstrate the economic importance of ecosystems, thereby providing a framework for sustainable natural resource management to enhance economic activities. Ultimately, this will drive investments, support local innovation, and promote long-term sustainability and inclusivity within the community. This activity aims to assess the existing natural assets in Addu and Fuvahmulah and gain an understanding of their role in the economic activities in and around the atolls. The NCA can demonstrate the economic importance of ecosystems, thereby providing a framework for sustainable natural resource management to enhance economic activities.

**End of Programme Outcome (EPO) 2: Enhanced integration of transformative technologies for the effective management and restoration of coral reefs with increased national capacity and knowledge, ensuring a gender responsive and inclusive approach.**

**Output 2.1: Strengthen Coral Reef Conservation and Restoration through Inclusive Capacity Development for Enhanced Climate and Disaster Resilience.**

**Activity 2.1.1: Conduct assessments to identify the national coral restoration needs in alignment with the National Biodiversity Strategy and Action Plan (NBSAP) to prioritise sites for restorative interventions.**

This activity will assess the current state of coral reefs in the Maldives, including existing conditions and the restoration needs for specific sites. The assessment will help identify the severity of damage and inform the necessary restoration interventions. The restoration efforts will be further enhanced through ongoing initiatives, available technical expertise, and the integration of restorative technology. This activity will help assess the existing conditions of coral reefs across the Maldives and prioritise coral restoration efforts based on the severity of damage to inform the national coral restoration needs. The long-term benefits of these interventions will be realised through increased resilience of coral reefs to extreme weather impacts, providing opportunities for youth groups to engage in restoration initiatives, and creating and increasing knowledge of the significance of coral conservation for community resilience.

**Activity 2.1.2: Facilitate peer-to-peer learning programs to equip local conservation CSOs and personnel with advanced coral restoration strategies and innovative technologies.**

This activity involves organizing and conducting peer-to-peer learning programs aligned with Australia's Commonwealth Scientific and Industrial Research Organization (CSIRO) initiatives for local conservation organizations (CSOs) and personnel. These programs will focus on sharing knowledge and best practices related to advanced coral restoration strategies and innovative technologies, drawing on expertise from Australia's CSIRO. To ensure gender responsiveness, the programs will actively encourage participation by women and other underrepresented groups in conservation roles. This will include providing equal opportunities for women to lead and participate in the sessions, offering gender-sensitive training, and promoting an inclusive learning environment that considers the

needs and perspectives of all participants. To build local capacity in coral restoration by equipping conservation professionals with the latest scientific knowledge and practical skills, fostering collaboration, and promoting the adoption of cutting-edge techniques.

**Activity 2.1.3: Develop a plan to adopt and scale the existing low-cost coral restorative technologies across the Maldives through assessment and demonstration.**

Coral restoration in the Maldives is gaining momentum through innovative, small-scale initiatives led by resorts, NGOs, and community groups. Projects like Reefscapers' coral frame propagation and the Maldives Coral Institute's and Save the Beach's larval restoration using MARRS technology have shown measurable improvements in coral cover and marine biodiversity. These efforts reflect a growing commitment to conservation, yet they often operate independently, limiting their scalability and long-term impact. To effectively scale up restoration across the country's diverse reef systems, it is essential to integrate climate data and projections, ensuring long-term resilience and impact.

To ensure the long-term success and sustainability of this activity, it is essential to incorporate climate risk data—such as sea surface temperature trends, ocean acidification, storm surge mapping, erosion patterns, and coastal dynamics—into the selection and implementation of restoration technologies. This data will help identify the most suitable restoration techniques for areas where corals are more likely to adapt and thrive.

Additionally, it is important to assess the various restoration technologies currently being tested in the Maldives to determine which ones can be scaled up for nationwide application. The focus should be on identifying the most efficient and climate-resilient technologies. Once priority restoration areas are identified under **Activity 2.1**, these technologies can be applied in a site-specific manner to enhance coral recovery. A comprehensive mapping exercise will further support this process by aligning restoration efforts with environmental conditions and long-term sustainability goals.

Building on the outcome of **Activity 2.1** and in close alignment with the identified needs, this activity will take stock of existing coral restoration strategies and technologies tailored to the Maldivian context. By integrating cutting-edge technologies and expertise from the local context and Australian best practices, this activity aims to identify existing technologies that have been effectively applied in the Maldives and attempts to replicate the technologies across the Maldives. The feasibility assessment will explore scalable solutions to address coral degradation in warming ocean conditions. Techniques like heat-resistant coral strains and accelerated growth methods, such as micro-fragmentation, will be assessed for feasibility in terms of cost and scalability and adapted to the unique challenges of the Maldivian coral reef ecosystems. Historical data on coral bleaching and future projections on sea surface temperatures and overall climate risk will be taken into consideration in identifying the appropriate technologies to be tested across the Maldives. This activity is inspired by initiatives in Australia, such as Coral IVF (larval restoration) and Reef Seed portable coral nurseries. The project will also include community involvement, leveraging lessons from Australia's programmes that engage local tourism operators and traditional stakeholders in reef restoration efforts. This demonstrates the viability of existing technological interventions that have proven feasible. By incorporating lessons from Australia, a leader in reef restoration, and adapting these to local climate conditions, this activity demonstrates innovative, inclusive, and scalable approaches to coral resilience.

## **Component 2– Energy (Mitigation)**

Small island communities, particularly in the Maldives, face unique energy challenges due to their geographical isolation and high dependence on imported fossil fuels. These communities often rely on diesel generators for electricity production, which is costly, inefficient, and contributes to greenhouse gas emissions. The high cost of electricity production and the logistical difficulties associated with transporting fuel across numerous islands pose significant barriers to economic development and social well-being. Despite the abundance, financial, technical, and land constraints make switching to renewable energy sources more challenging. Solar and wind energy's inconsistency requires storage solutions for a steady power supply. Integrating renewables into the grid needs careful planning to maintain stability. Environmental impacts must be considered when building new energy infrastructure. In addition to the environmental benefits of renewable transition, there are gender co-benefits that can be achieved through the reduction of energy costs. Reducing energy costs would greatly contribute to households' disposal income to invest in livelihood activities, particularly women who form the majority of home-based businesses.

**EOPO 3: Enhanced energy security through the integration of gender responsive and inclusive renewable energy systems in island communities to strengthen the resilience of small island communities, support sustainable tourism, and reduce reliance on fossil fuels.**

**Output 3.1: The island community operates on 100% solar energy, with reliable solar power systems in place, local capacity established for ongoing maintenance, and strong stakeholder commitment ensuring long-term energy security.**

**Activity 3.1.1 Expand Renewable Energy Solutions within a small island community to reduce fossil fuel dependency**

This activity promotes renewable energy adoption in the local islands, specifically targeting public infrastructure in islands with designated protected areas in and around them. The initiative emphasises empowerment by prioritizing women and PWD as entrepreneurs in these efforts. By transitioning to RE, economic benefits can be realised through reduced expenditure on traditional fossil fuel-generated energy.

It includes awareness campaigns and sensitization sessions to highlight the cost-effectiveness and environmental benefits of transitioning to renewable energy. Mechanisms to support mechanisms for rooftop solar installations for local island communities will be explored and determined in consultation with relevant stakeholders during the inception phase. A potential second phase could expand access via loans, facilitated in partnership with institutions like UNCDF and SME Development and Financing Corporation (SDFC), which are already aligned with UNDP programmes. This activity will demonstrate the feasibility and economic advantages of renewable energy adoption, creating a replicable model for other beneficiaries. The activity will ensure that staff trained for the procurement operation and maintenance will be gender-responsive and socially inclusive. Training programmes will prioritize equal opportunities for women, persons with disabilities, and marginalized groups, fostering an inclusive work environment.

The activity will increase public awareness and adoption of renewable energy within small island communities at the household and private-sector levels. Empowering women and PWD entrepreneurs will foster inclusivity and economic participation while contributing to the renewable energy mix and advancing the Maldives' NDC targets. By showcasing best practices, the initiative will serve as a

catalyst for the wider community's adoption of renewable energy solutions, which will contribute to enhanced resilience.

**Activity 3.1.2: Train women technicians for the operation and maintenance of renewable energy systems to enhance community resilience.**

The number of women engaged in the operation and maintenance of renewable energy systems is little to none when considering the small island communities. Although training programmes are conducted periodically through other renewable energy projects, it is observed that the majority of trainees are oftentimes men. As such, there is a need to create a conducive environment for women to develop such skills, creating opportunities for livelihood and learning. The activity will ensure that staff trained for the systems' operation and maintenance will be gender-responsive and socially inclusive, with targeted programmes being conducted for women in island communities. Training programmes will prioritize opportunities for women, persons with disabilities, and marginalized groups, fostering an inclusive work environment.

This activity will focus on building local ownership and institutional linkages between trained community members and utility service providers. Island level utility service providers will be directly involved in the design and delivery of training programmes. This collaboration will ensure that the skills acquired by women and other participants align with the technical standards, safety requirements, and operational needs of the utilities. Once trained, participants will have defined pathways to engage in system monitoring, maintenance support, and troubleshooting under the supervision of the utility providers. Additionally, the capacity building is also meant to enhance the livelihood opportunities for marginalised groups such as women, equipping them with the necessary skills to engage in the technical sector.

Through this integrated approach, the activity will not only strengthen the capacity and inclusiveness of the energy workforce but also ensure long-term sustainability of renewable energy systems

The project aims to integrate renewable energy into the existing energy mix, thereby reducing carbon emissions and promoting sustainability. It seeks to enhance local capacity in renewable energy technologies while contributing to national NDC targets. By providing a scalable model, the initiative will also inspire further adoption of renewable energy solutions in conservation and eco-tourism sectors across the Maldives. In particular, creating the opportunity for women to develop their skill sets creates an environment for empowering women, leading to more equitable opportunities to be engaged in economic activities at the island level.

**Activity 3.1.3: Establish unified solar-powered charging stations for electric vehicles (EVs) operated by Guesthouses**

This activity aims to establish unified solar-powered charging stations for electric vehicles (EVs), such as buggies and other electric vehicles, on a selected island comprising protected areas. The target beneficiaries include local guesthouse operators and excursion business owners who rely on EVs for tourism and transportation. Collaborating with island councils, the initiative will secure viable land, with a preference for locations suitable for power generation using floating solar systems or rooftop solar installations. Ownership of the stations will be transferred to the city council, with a standard fee charged for usage provided during an initial 1–2-year start-up phase (which can be set based on the user category i.e: businesses, locals, tourism operators) to cover maintenance and operational costs

and support revenue generation. A periodic review of the fee can be conducted to account for economic trajectory and factors such as inflation.

This approach ensures long-term economic feasibility for users while supporting sustainable energy solutions. Drawing lessons from a successful solar project in R. Vaadhoo under the UNDP Small Grants Programme (Vaadhoo Island Pioneers First Community-Built Solar Charging Station for Electric Vehicles in the Maldives, this activity will integrate key components such as operation and maintenance training, spare parts provision, after-sales support, and public sensitization sessions to promote renewable energy adoption. The activity will ensure that staff from the council and the utility service provider trained for the procurement operation and maintenance will be gender-responsive and socially inclusive. Training programs will prioritize equal opportunities for women, persons with disabilities, and marginalized groups, fostering an inclusive work environment. The activity seeks to strengthen the renewable energy mix, enhance capacity at the local level, and support NDC targets. By providing sustainable charging solutions, it encourages eco-friendly transportation in islands with protected areas and other sensitive or unique ecosystems, fostering environmental sustainability and economic opportunities for the local community.

### **3.2. RESOURCES REQUIRED TO ACHIEVE THE EXPECTED RESULT**

Achieving the expected results of the project requires a combination of technical expertise, financial investment, partnerships and material resources, as outlined below. These inputs are aligned with the change pathway established in the project's Theory of Change (Annex 4).

#### **3.2.1. TECHNICAL EXPERTISE AND PERSONNEL**

**UNDP Staff Time:** The project will rely on dedicated staff from the UNDP Country Office (CO), including technical experts from the Resilience and Climate Change (RCC) Unit, operational staff for day-to-day management, and senior leadership for oversight and strategic decision-making. Regional and HQ-level teams will provide specialized guidance, technical backstopping and quality assurance.

**Consultants and Trainers:** External consultants will be engaged to deliver capacity-building activities, including workshops and training for women in the operation and maintenance of renewable energy systems. Consultants will be brought onboard to conduct the assessments such as the Natural Capital Accounting and the coral restoration needs assessment. Consultants will range from diverse areas both international and local closely aligned with the planned interventions of the project.

#### **3.2.2. PROCUREMENT OF EQUIPMENT AND MATERIALS**

**Solar Powered Charging Stations:**

The project will procure and install solar-powered charging stations in local islands to support the integration of renewable energy in the transport sector at the local island level. Additional items, such as electric vehicles and laptops, will support maintenance and data management.

#### **3.2.3. PARTNERSHIPS AND COLLABORATION**

**Government Entities:** Collaboration with the Ministry of Tourism and Environment (MoTE) is essential for operational and policy alignment. Additionally close partnership with the Maldives Marine Research Institute, Maldives National University are crucial for the integration of data driven decision making within and beyond the project. The Ministry of Finance and Planning, and the Ministry of Economic Development and Trade will be engaged to ensure alignment with the fiscal and economic policies and priorities of the country.

International Partners: Support from the Government of Australia and The Commonwealth Scientific and Industrial Research Organisation (CSIRO) will ensure the project benefits from global best practices and enable the exchange of expertise across the two countries in an effective manner.

#### **3.2.4. COMMUNICATION AND OUTREACH TOOLS**

To enhance visibility, foster ownership, and drive behavioural and institutional change, the CORAL project will adopt a strategic communications and advocacy approach that goes beyond information dissemination. Communications will be positioned as a core enabler of project outcomes — supporting awareness, policy influence, and sustained behaviour change among stakeholders and communities.

This approach will pursue three interrelated objectives:

1. Influence attitudes and practices related to coral reef protection, sustainable resource management, and climate-resilient livelihoods through inclusive and participatory communication campaigns;
2. Strengthen advocacy and policy engagement, ensuring project results, evidence, and lessons inform national climate and environmental policies and attract further investment in nature-based solutions; and
3. Enhance visibility and recognition of the Maldives' leadership in marine adaptation and blue economy innovation at national, regional, and global levels.

All communications will be guided by principles of inclusivity, accessibility, and empowerment, ensuring messages resonate with women, youth, persons with disabilities, and other vulnerable groups. Storytelling will be used to amplify community voices and highlight local champions driving reef restoration, renewable energy integration, and sustainable livelihoods.

A comprehensive communications and outreach strategy and plan for the project will be developed aligning with these objectives.

**Stakeholder Engagement:** The Project will ensure the effective engagement of stakeholders at all levels of the project design and implementation stages. Regular working group meetings, validation workshops, and community consultations will ensure stakeholder buy-in and the integration of local insights.

#### **3.2.5. FINANCIAL AND ADMINISTRATIVE RESOURCES**

**Budget Allocation:** The project budget includes provisions for equipment procurement, staff costs, consultancy fees, travel, workshops and logistical support. Adequate financial resources are critical for implementing the activities outlined in the results framework.

**Operational Support:** Staff will manage the project's administrative and logistical needs, ensuring smooth implementation and compliance with UNDP's Programme and Operations Policies and Procedures (POPP).

The Department of Foreign Affairs and Trade of the Government of Australia and Cooperative Research Australia will co-fund this project. The MYWP highlights the key costs related to the project.

### **3.3. PARTNERSHIPS**

The project's successful implementation will depend on the collaborative efforts between various key stakeholders. The table below identifies key partners identified as instrumental in the realisation of interventions proposed in this project

Stakeholder	Roles and Responsibilities
<b>Ministry of Tourism and Environment</b>	The main government institution which will contribute to the design and implementation of MPA management structure, under the Protected Area Regulation and Environment Act and the overall mandate for policy implementation in the renewable energy sector
<b>Ministry of Finance and Planning</b>	The central government body responsible for the formulation of fiscal and budgetary policy, and financial oversight of national projects. It ensures the availability of financial resources for renewable energy and environmental initiatives and monitors economic sustainability of MPA and energy-related interventions.
<b>Ministry of Economic Development</b>	Leads the formulation and implementation of national economic and trade policies. Supports enabling conditions for private sector investment in renewable energy, nature-based tourism, and blue economy initiatives, and coordinates stakeholder engagement for sustainable economic development.
<b>Utility Regulatory Authority</b>	The main regulatory authority for water, electricity, sewerage, and waste services. Oversees licensing, pricing, service quality, and environmental compliance for utilities, ensuring integration of sustainability standards into utility service provision and infrastructure.
<b>State Electrical Company (STELCO)</b>	The primary utility provider responsible for electricity generation and distribution in the Greater Malé Region and nearby islands (mainly is AA, ADh, and V atolls) Plays a key role in implementing grid integration of renewable energy and enhancing technical capacity for sustainable energy transition.
<b>FENAKA Corporation Limited</b>	The state-owned utility company providing electricity, water, sewerage, and waste management services across outer islands. Supports renewable energy deployment, particularly in atolls outside Malé, and contributes to sustainable infrastructure for island communities.
<b>Maldives Marine Research Institute</b>	The main government institution which will contribute to the design and implementation of MPA management structure, under the Protected Area Regulation and Environment Act
<b>Atoll Councils</b>	The main local government institution within atolls that will contribute to the implementation of project activities
<b>Island Councils</b>	Coordinates with Atoll Council for island-level mobilization required for the MPA management structure as well as renewable energy integration.
<b>Commonwealth Scientific and Industrial Research Organisation (CSIRO)</b>	Provide technical input into developing key activities and act as a capacity development partner to enhance the capabilities of stakeholders in understanding the protected area management mechanism, transformative coral restoration technologies and methods

<p><b>The University of New South Wales (UNSW)</b></p>	<p>As informed by the NCA, contributions to the Natural Capital Accounting process were conducted in Laamu Atoll and led by a team from UNSW. Create an opportunity to replicate the existing methodology in Addu and Fuvahmuah Atolls and across other atolls in the Maldives based on national priorities</p>
<p><b>The Maldives National University</b></p>	<p>At the National University of Maldives, the technical expertise and knowledge of the local context can better inform project activities, and collaborations can be explored to build national research capacity</p>
<p><b>CSOs and NGOs</b></p>	<p>CSOs and NGOs will play a vital role in advocating for environmental policies, engaging communities, participating in data collection and research, enhancing climate resilience, and ensuring sustainable management of the natural resources. Their responsibilities include providing input for activity implementation and support to enhance community participation with considerations for gender equality and social inclusion.</p>

### 3.3.1. UNDP REGIONAL AND GLOBAL TEAMS

UNDP’s regional and global teams will provide technical expertise, quality assurance, and access to best practices. Their role will be instrumental in adapting proven solutions from other Small Island Developing States (SIDS) to the Maldives’ context.

Expected Results: Enhanced technical capacity and governance frameworks through shared knowledge and collaborative approaches.

### 3.3.2. GOVERNMENT OF AUSTRALIA

As a donor and technology partner, the Government of Australia, through its Department of Foreign Affairs and Trade will provide funding and technical resources to support renewable energy infrastructure improvements along with technical expertise for the enhancement of protected area management and coral reef conservation. The assumption is that their contributions will align with project needs and timelines.

Expected Results: Accelerated implementation of infrastructure upgrades and enhanced South-South knowledge exchange.

### 3.3.3. MAPPING OTHER RELEVANT INITIATIVES

The project aligns with and complements several ongoing initiatives aimed at enhancing coral reef conservation, climate adaptation, and blue economy initiatives in the Maldives:

**Maldives RREEF Programme:** This project aims to establish sustainable financing mechanisms to support coral conservation and facilitate the development of, and investment in, projects and businesses that sustainably contribute to the resilience of coral reefs and the communities. As such, the project interventions directly contribute to scaling up the services provided in the nature park and improving the management effectiveness in protected areas. Additionally, building on the baselines established through the Maldives RREEF Programme, the CORAL project aims to identify restoration needs across the Maldives based on impact assessments conducted in the coral reefs. The capacity

building focus of the CORAL Project compliments the R&D and monitoring efforts to be undertaken by the Maldives RREEF Programme.

**Accelerating Maldives transition to Renewable Energy (Joint SDG Fund) :**

This project builds directly on the findings and recommendations of the 2024 UNDP Energy Mission to the Maldives, which was undertaken to assess barriers to achieving the national target of a 33% emissions reduction. The mission, led by experts from UNDP's Energy and Sustainable Finance Hub and UNCDF, identified critical gaps in the current renewable energy landscape, including financing shortfalls despite existing support from international financial institutions. In response, a joint programme was initiated to design and accelerate catalytic interventions that would unlock SDG-aligned financing, strengthen governance and public funding mechanisms, and enable large-scale blended finance solutions. The project outlined here complements these efforts by further operationalizing the energy transition priorities identified in the mission and contributes to scaling sustainable energy solutions in the Maldives.

**Leveraging Nationally Determined Contributions (NDCs) to achieve net-zero emissions and climate-resilient development, in response to the climate emergency JSB Climate Promise):**

This project supported the Maldives' efforts to achieve its Nationally Determined Contribution (NDC) targets by advancing the use of renewable energy in three key sectors: agriculture, transportation, and environmental monitoring. It facilitated the installation of a renewable energy-powered cold storage facility for contract farmers on an agricultural island, improving food preservation and reducing dependence on diesel generators. In the transport sector, the project contributed to emission reduction efforts by supporting the rollout of electric minibuses through the provision of charging stations. Additionally, Ambient Air Quality Monitoring (AQM) equipment was handed over to the Ministry of Environment to strengthen long-term emissions monitoring and inform future climate policies. By addressing energy-related emissions in these high-impact areas, the project directly contributed to the achievement of the Maldives' NDC targets.

**UK FCDO Initiatives and the Coral Reef Insurance**

The Capital Market Development Authority (CMDA) and UNDP, with support from the Government of UK established a Joint Financing Facility (JFF) for the Blue Economy; a risk financing mechanism to bridge the lending gap. The facility is partnering with Financial Institutions and Principal Advisors to derisk lending and leverage additional capital for sustainable Blue Economy MSMEs and supporting the increase in access to finance from banks and the issuance of debt, and in particular Blue Bonds, through the capital market. This initiative will precede a larger intervention from GFCR where a circular fund will be established for MSMEs in the Blue Economy. The current scope of the JFF exclusively finances adaptation expenditure.

**Catalytic Guarantee Facility for Energy Transition**

UNDP and UNCDF are partnering to develop a risk participation mechanism to de-risk lending for clean energy projects for medium to small scale installations; primarily looking at the domestic guesthouse industry. This project focuses on the feasibility, market scoping, and investment readiness assessment of guesthouses for Renewable Energy and Energy Efficiency Solutions with the intent to generate the insights, tools, and evidence base needed to inform the design and deployment of a tailored guarantee facility in Maldives. Building on these insights, a tailored portfolio guarantee structure or similar motivated instrument will be proposed, with particular attention to ensure the proposed structure

incorporates elements aligned with green finance principles and promotes gender equity. The guarantee facility will be implemented through one or more domestic financial institutions and will directly contribute to the acceleration of the Maldives' transition to a sustainable, low-carbon economy.

### **3.4. RISKS AND ASSUMPTIONS**

UNDP will incorporate lessons and consolidate past project results from its ongoing projects in the thematic areas of conservation and renewable energy, as well as evaluations and lessons learned from UN and UNDP programmes, and further sharpen its focus in terms of target institutions and priority activities. The Mid-Term Evaluation of UNDP Maldives' Country Programme (2022-2026) recommends developing coordinated action plans integrating disaster risk management, climate financing, and sustainable livelihoods to drive measurable outcomes. Combined efforts between key programmatic areas are needed to align efforts, optimize resources, and prevent duplication. Localized capacity-building is also recommended to enhance governance, climate adaptation, and resource management. Additionally, leveraging technology and data integration is recommended to enhance decision-making, while strengthening partnerships with governments, private sectors, and international bodies are key to enhancing resilience efforts. Effective governance, transparency, and accountability are crucial for regulatory compliance and public engagement.

The need to focus on gender equality was highlighted, considering the severe gender gap in society. Accordingly, a risk log must be maintained, entry points must be identified among key institutions and actors, and existing and potential capacities for mitigation and peace must be actively developed.

The project makes several assumptions that inform the project design and implementation strategy. These are:

- There is political will at the country level to implement a project on conservation, protected area management and renewable energy integration
- State actors and non-state actors are willing to work with UNDP towards common goals.
- There is space and support for civil society and public engagement in policy, administration, and service delivery.
- Oversight institutions and regulatory bodies are open to and willing to strengthen their internal capacities.
- Support from public sector institutions to develop and implement innovative solutions to promote sustainability and economic development in island communities to enhance resilience and improve capacity.

In addition to these assumptions, the project also identifies risks that could impact implementation and the achievement of desired results. A detailed Risk Log is included in the Annex. The risks will be continuously monitored, and countermeasures will be deployed to minimize their impact.

### **3.5. STAKEHOLDER ENGAGEMENT**

The project's success depends on effectively engaging all relevant stakeholders, particularly the target groups that will directly benefit and other groups potentially affected by the project. A participatory and co-creation-centred approach is essential to ensuring inclusivity, transparency, and accountability

throughout the project lifecycle. The engagement strategy prioritises collaboration, communication, and feedback mechanisms to foster trust and shared ownership among stakeholders. By embedding the Leave No One Behind (LNOB) principle, the project commits to reaching the most marginalised and vulnerable groups, ensuring equitable benefits and addressing systemic barriers to participation.

The primary target groups of the project are residents of vulnerable communities, particularly those living on low-lying islands most susceptible to flooding, coastal erosion, and extreme weather events. These communities will be engaged through participatory consultations to identify their specific risks and needs. Localised, gender-responsive, and disability-inclusive awareness materials will be developed to enhance their understanding and trust in effective protected area management and renewable energy integration. Community leaders will be trained on building resilience, disaster preparedness and response, empowering them to act as local champions in disseminating critical information and supporting resilience-building efforts.

Women, persons with disabilities, elderly individuals, and other marginalised groups are also key target groups, given their disproportionate vulnerability to climate change impacts. Their perspectives and needs will be prioritised by ensuring their representation in consultations and decision-making processes. Communication materials will be designed to address barriers such as literacy, accessibility, and cultural considerations. The project will collaborate with women's organisations and local NGOs to advocate for inclusive disaster preparedness measures that empower these groups and reduce their vulnerabilities, ensuring no one is left behind.

The engagement of government institutions and local councils is vital for ensuring the effective implementation and sustainability of project outcomes. Agencies such as the Ministry of Tourism and Environment, the Maldives Marine Research Institute (MMRI), local councils and other agencies as relevant will participate in regular coordination meetings to align on project activities and responsibilities. Capacity-building programmes will equip them with skills in assessing Protected Area Management Effectiveness and climate-resilient development planning, strengthening their ability to respond effectively to climate-induced hazards. Collaborative policy development, such as the formulation of the Nature Parks Management Master Plan, will enhance governance mechanisms and institutional frameworks.

The project acknowledges that certain groups may be indirectly affected by its activities, including communities residing near project implementation areas where infrastructure upgrades in and around the Nature Parks and renewable energy systems will be installed. Environmental and Social Impact Assessments (ESIA) will be conducted to identify and mitigate potential impacts, ensuring that these communities are informed, consulted, and supported throughout the process. Grievance redress mechanisms will be established to allow residents to voice concerns and resolve issues related to social or environmental impacts effectively.

Private sector stakeholders, particularly those in tourism, fisheries, and conservation, will also be engaged as they are key stakeholders that utilise the protected areas. The project will consult with these stakeholders to incorporate their needs into the system design. Partnerships will be developed to establish cost recovery mechanisms, ensuring the financial sustainability of the early warning systems while providing targeted training and updates to these sectors.

To ensure accountability and responsiveness, the project will make grievance mechanisms easily accessible to all stakeholders. UNDP's Social and Environmental Compliance Review and Stakeholder

Response Mechanism will provide a platform for addressing unresolved complaints. Awareness campaigns will inform communities about their rights and the mechanisms available for submitting concerns, using accessible communication channels such as public meetings, social media, and community radio. Monitoring and feedback loops will be implemented to track stakeholder engagement activities, respond to feedback, and address any gaps in communication or consultation. By implementing this inclusive and participatory approach, the project aims to foster trust and shared ownership among stakeholders, ensure equitable benefits for target groups, and address potential concerns proactively to minimise adverse impacts.

Communication will serve as a strategic enabler of engagement — ensuring transparent information flow, amplifying community voices, and linking local experiences with national policy dialogue to foster trust, ownership, and lasting behavioural change.

### **3.6. DIGITAL SOLUTIONS**

The CORAL project leverages digital technologies to enhance the effectiveness, inclusivity, and sustainability of its interventions. These tools are integrated across multiple components to improve the experiences of target beneficiaries and partners, and to address the core development challenges of climate vulnerability, biodiversity loss, and limited local capacity.

Geospatial technologies will be used in **Activity 1.1.1** to support the development of Nature Park Management Master Plans. Tools such as GIS mapping, heat mapping, and topographic analysis will help identify climate risks, biodiversity hotspots, and infrastructure needs, ensuring data-driven planning. The project will use mobile and web-based platforms to facilitate community consultations, feedback collection, and grievance redress. This ensures transparency and accountability, especially for marginalized groups who may face barriers to in-person participation.

### **3.7. KNOWLEDGE**

The CORAL project will generate a range of knowledge products to document, disseminate, and scale lessons learned, ensuring that both national and international stakeholders can benefit from its innovations and experiences.

#### **Key Knowledge Products:**

- Nature Park Management Master Plan (Activity 1.1.1): A replicable framework for inclusive and climate-resilient park management, to be shared with other atolls and SIDS.
- Natural Capital Accounting Reports (Activity 1.1.3): Evidence-based assessments of ecosystem services and their economic value, supporting policy and investment decisions.
- Coral Restoration Technical Briefs (Activity 2.1.3): Documentation of tested and scalable coral restoration technologies, including climate-informed methodologies.
- Training Manuals and Toolkits: Gender-responsive materials for renewable energy maintenance (Activity 3.1.2) and coral conservation (Activity 2.1.2), tailored for local use.
- Digital Learning Modules: Online courses and peer-to-peer learning content for local councils, CSOs, and technicians.

- **Media and Communication Products:** Short videos, infographics, and social media content to raise awareness on climate resilience, gender inclusion, and renewable energy.

**Visibility and Knowledge Sharing:**

**National Platforms:** Knowledge products will be shared through government portals, UNDP Maldives' website, and stakeholder workshops.

**Regional and Global Forums:** Lessons will be presented at SIDS conferences, UNFCCC events, and through UNDP's global knowledge networks.

**Community Outreach:** Community meetings and visual storytelling will be used to ensure accessibility and local ownership of knowledge.

By documenting and sharing its innovations, the CORAL project contributes to broader learning on climate resilience, gender equality, and sustainable development in island contexts.

A targeted communications strategy will strengthen knowledge dissemination, ensuring that the project's results are widely visible and influential. Through media engagement, digital storytelling, and partnerships with regional and global platforms, the CORAL project will amplify lessons, elevate community voices, and position the Maldives as a leader in reef resilience and climate adaptation.

**3.8. SUSTAINABILITY AND SCALING UP**

Following project completion, sustainability will be ensured through the establishment of robust systems and capacity at the local level. The revenue-generating activities initiated through the revitalized Nature Park Visitor Centre and sustainable eco-tourism and service offerings will provide ongoing financial resources to support coral reef conservation and renewable energy initiatives. The integration of Natural Capital Accounting into local resource management will ensure that economic benefits are aligned with ecological preservation, fostering long-term investments and sustainable practices. Additionally, the enhanced capacity of local conservation organizations and stakeholders, developed through peer-to-peer learning and the adoption of innovative coral restoration technologies, will empower communities to continue conservation efforts independently. The operationalization of renewable energy solutions, such as rooftop solar system integration, will reduce operational costs and ensure energy efficiency and environmental sustainability linked to effective protected area management. These measures, combined with strong community ownership and alignment with national policies like the NDCs and NBSAP, will ensure the project's outcomes are maintained and scaled well into the future.

**4. PROJECT MANAGEMENT**

The project will be operated at the national level, with regional target islands and groups to be identified based on the area of interventions and existing data and evidence on the respective interventions. The project implementation will be through Direct Implementation (DIM) by UNDP, where UNDP assumes overall management responsibility and accountability for portfolio implementation, in accordance with UNDP's Policies and Procedures. For specific Outcomes, UNDP will identify responsible partners in government, civil society, academia, etc., to carry out specific activities, who will be directly accountable to UNDP in accordance with the terms of their agreement with UNDP. To ensure accountability, UNDP will select partners in accordance with its procurement and financial rules and

regulations, including as applicable using open and competitive processes, and will take into account all necessary due diligence procedures and HACT compliance. As an integral part of the Country Programme and ongoing interventions, the UNDP Project Team, funded by the project resources, will implement different service lines and/or outputs. UNDP's Senior Management will provide strategic direction and oversight for the project. Like all UNDP projects, this project shall adhere to the provisions, controls and monitoring mechanisms set out in the POPP on Programme and Project Management sub-sections.

#### **4.1. COST EFFICIENCY AND EFFECTIVENESS**

The project is designed to deliver maximum results with available resources, as practised and evident from the successful implementation of past governance projects. The project will benefit from UNDP's programme offer model, which includes policy support and access to regional and global networks, knowledge and experiences through the global team, good governance, justice, and gender.

#### **4.2. PROJECT MANAGEMENT**

The CORAL project will be operationalized across selected island communities in the Maldives, with a focus on atolls with key protected areas and ecologically significant coral reefs, and a small island community transitioning to 100% renewable energy. These locations were chosen due to their ecological significance, vulnerability to climate change, and potential for scalable conservation and energy solutions.

##### **Project Offices and Operations Support**

The project will be implemented through Direct Implementation Modality (DIM) by UNDP Maldives. A central project office will be established within the UNDP Country Office in Malé, supported by regional coordination through island and atoll councils. Operations support will be shared with existing UNDP programmes, leveraging the Resilience, Environment and Climate Change Unit and the Operations unit for procurement, financial management, and logistics. Additionally, the Management and Oversight Unit will provide the oversight function for the project to ensure effective implementation.

##### **Collaboration with Other Projects**

The CORAL project will collaborate with and design interventions based on the lessons learned from:

- **UNDP's Climate Promise and Nature Pledge** initiatives for technical guidance and global visibility.
- Ongoing projects in renewable energy and conservation, including those supported by GFCR and UNDP Small Grants Programme (e.g., Vaadhoo Island solar charging station).
- National programmes under the Ministry of Tourism and Environment for policy alignment and data sharing.

##### **Audit and Compliance Arrangements**

Audit arrangements will follow UNDP's corporate guidelines to ensure transparency and accountability. An annual audit will be conducted by independent, UNDP-approved auditors to assess compliance with financial and operational standards. Regular reporting and monitoring will be

undertaken through UNDP's Quantum/Quantum+ ERP systems, providing real-time updates on expenditures, progress and outcomes.

All implementing partners and contractors will adhere to UNDP's Social and Environmental Standards (SES) and risk management protocols, including anti-fraud and anti-corruption policies.

## 5. Results Framework

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**Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:** UNSDCF Outcome 3: By 2026, persons in the Maldives, especially the most vulnerable, benefit from sustainable, resilient, and inclusive development through strengthened climate action, environmental management, and sustainable use of natural resources.

<p><b>Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:</b></p> <p>Output 2.1. Enabling environment and multisector engagement for carbon footprint reduction in priority sectors  Indicator 2.1.1: Number of sectors integrating and implementing gender-sensitive sustainable practices, policies and strategies [SPIRRF 1.1.2]  Baseline: 0  Target: 7  Source: MoECCT  Frequency: Annually</p> <p>Indicator 2.1.2: Percentage of government sectors prioritized within nationally determined contributions for climate change adaptation and mitigation in planning, budgeting and financing mechanisms [SPIRRF 1.1.1]  Baseline: 0%  Target: 100%  Source: MoECCT  Frequency: Annually</p> <p>Output 2.2. Government institutions at national/subnational levels have enhanced capacities to integrate DRM and climate adaptation and mitigation into development planning  Indicator 2.2.1: Number of councils with island development plans incorporating evidenced-based, gender-sensitive, climate-resilient disaster risk reduction strategies and enhanced protection, governance and management of terrestrial and marine ecosystems [SPIRRF 1.1.1]  Baseline: 10  Target: 60  Source: LGAs  Frequency: Annually</p> <p>Output 3.1. Government capacities at national/subnational levels are strengthened to effectively plan, finance and implement development policies and strategies Indicator 3.1.1. Extent of alignment of local development plans with long-term national development vision (NDP) and extent to which they are gender sensitive and results based [SPIRRF-1.1.1]  Baseline: Long-term NDP and mechanism not in place  Target: Long-term NDP in place and local development plans are fully aligned, gender-responsive and results-based  Source: MNHPI and LGAs  Frequency: Annually</p>
<p><b>Applicable Output(s) from the UNDP Strategic Plan:</b>  Outcome 3 – Resilience built to respond to systemic uncertainty and risk</p>
<p><b>Project title and Quantum Project Number:</b> Conserving Reefs through Adaptation and Livelihoods (CORAL)</p>

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EXPECTED OUTCOME	OUTCOME INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	1.2
<p><b>Outcome 1:</b> Economic benefits and investments for inclusive climate and disaster resilience are strengthened through revitalized National Park management.</p> <p>CPD Outcome: Output 3.1. Government capacities at national/subnational levels are strengthened to effectively plan, finance and implement development policies and strategies</p> <p>Indicator: Indicator 3.1.1. Extent of alignment of local</p>	<p><b>1.1</b> Number of Councils that have incorporated the Nature Park Management Master Plan to develop a localised management plan for respective NPs into their annual work plan.</p>	<p>Reports, media, meetings, Council AWP, Council Annual Reports</p>	To be established	2025	-	2	1	1	1	5	<p>Document review (annual work plans), key informant interviews (council officials, planners, environmental officers), surveys or questionnaires for council representatives, review of meeting minutes and resolutions, and field observations. Risks in Incomplete or inconsistent documentation</p>

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development plans with long-term national development vision (NDP) and extent to which they are gender sensitive and results based  Baseline: Long-term NDP and mechanism not in place Target: Long-term NDP in place and local development plans are fully aligned, gender-responsive and results-based Source: MNHPI and LGAs Frequency: Annually  SPIRRF 1.1.1	<b>1.2</b> Number of premises newly established within nature park facilities which ensures accessibility and has disability inclusion considerations incorporated in the designs and established premises	Stakeholder engagements, partner reports, Site supervision reports	0	2025	-	1 Addu	1 Fuvahmulah	1 TBD	-	3	and political barriers.  Review of meeting minutes and resolutions, detailed designs. field observations. Risks in Incomplete or inconsistent documentation and potential political barriers in data collection or accurate reporting
	<b>1.3</b> Number of Natural Capital Accounting reports produced.	Reports	1	2025	0	0	0	0	1	2	Document review (Natural Capital Accounting reports), interviews with project managers or stakeholders, surveys or questionnaires for relevant departments, review of

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											<i>project or organizational records, and field visits to assess the implementation of Natural Capital Accounting processes. Risks in Incomplete or inconsistent documentation and potential political barriers in data collection.</i>
<p><b>Outcome 2:</b> Enhancement of the existing coral reef conservation and restoration initiatives through capacity development and introduction of innovative solutions</p> <p><b>CPD Output 2.2.</b> Government institutions at national/subnational levels have enhanced</p>	<p><b>2.1</b> Number of stakeholders engaged during the assessment (e.g., CSOs, researchers, policymakers). Stakeholder engagement efforts to consider gender equality and social inclusion strategy through engagement of groups such as (youth, women-led, PWDs)</p> <p>-</p>	<p>Stakeholder engagements, partner reports</p>	0	2025	6	10	10	10	0	36	<p>Stakeholder Engagement Reports and meeting minutes</p> <p>Risks in Incomplete or inconsistent documentation and limited participation from marginalized groups</p>
					Men: 3 Women: 3 Of which Minimum: 2 youth 1 PWD	Men: 5 Women: 5 Of which Minimum: 4 youth 2 PWD	Men: 5 Women: 5 Of which Minimum: 4 youth 2 PWD	Men: 5 Women: 5 Of which Minimum: 4 youth 2 PWD			

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<p><b>capacities to integrate DRM and climate adaptation and mitigation into development planning</b></p> <p><b>Indicator 2.2.1:</b> Number of councils with island development plans incorporating evidenced-based, gender-sensitive, climate-resilient disaster risk reduction strategies and enhanced protection, governance and management of terrestrial and marine ecosystems [SPIRRF 1.1.1]</p>	<p><b>2.2</b> Number of participants trained in coral restorative technologies and overall monitoring of coral reef health (disaggregated by gender, stakeholder group).</p>	<p>Project Quarterly reports</p> <p>No. of local councils participated in training</p> <p>No. of participants in training workshops</p> <p>Pre-post tests</p>	0	2025	15	15	30	30	30	120	<p>Completed participant feedback forms.</p> <p>Risks in Incomplete or inconsistent documentation and potential political barriers in data collection.</p>
	<p><b>2.3</b> Number of coral reef strategy and/or existing and cost-effective reef restoration technologies tested in selected sites</p>	<p>Stakeholder engagements, partner reports</p>	0	2025	0	0	0	2	2	4	<p>Feasibility assessment reports</p> <p>Periodic monitoring reports</p> <p>Risks in Incomplete or inconsistent documentation and potential political barriers in data collection.</p>

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<p><b>Output 3:</b> Support the full transition of a small island community to 100% solar energy by deploying solar power systems and training local personnel for maintenance, and engaging stakeholders for long-term energy security.</p>	<p><i>3.1 Installed capacity of renewable energy systems installed and operational in the pilot location with a 5% decrease in emissions contributing to</i></p>	<p><i>Stakeholder engagements, partner reports</i></p>	<p><i>0</i> <i>TBD during project inception phase</i></p>	<p>2025</p>	<p><i>0</i></p>	<p><i>0</i></p>	<p><i>5</i></p>	<p><i>5</i></p>	<p><i>0</i></p>	<p><i>10</i></p>	<p><i>Installed capacity reports from Utility companies</i></p> <p><i>Emissions calculations projected from reduced fossil fuel usage</i></p> <p><i>Risks in Incomplete or inconsistent documentation and potential political barriers in data collection.</i></p>
<p><b>Output 3.1. Government capacities at national/subnational levels are strengthened to effectively plan, finance and implement development policies and strategies</b></p> <p><b>Indicator 3.1.1.</b> Extent of alignment of local development plans with long-term national development vision (NDP) and extent to which they are gender sensitive and results based [SPIRRF-1.1.1]</p>	<p><i>3.2 Number of female technicians trained in the operation and maintenance of renewable energy systems</i></p>	<p><i>Training Reports</i> <i>Feedback forms from training sessions</i></p>	<p><i>0</i></p>	<p>2025</p>	<p><i>0</i></p>	<p><i>0</i></p>	<p><i>20</i></p>	<p><i>30</i></p>	<p><i>30</i></p>	<p><i>80</i></p>	<p><i>Data collection method will be through participant feedback forms and engagement sessions</i></p> <p><i>The risk lies with communities being hesitant to enrol women</i></p>

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											<i>in training, which have traditionally been more oriented towards men</i>
	<i>3.3 Number of charging stations installed which is fully operational in island communities</i>	<i>Quarterly Progress Reports stakeholder feedback</i>	<i>0</i>	<i>2025</i>	<i>0</i>	<i>1</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>3</i>	<i>Installation and handover reports from the contractor Monitoring reports from the UNDP QA team. The risk would be delays in procurement and logistical challenges in delivering the equipment to islands</i>

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## 6. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

*[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track Results Progress</b>	Collect and analyse the project's progress data against indicators (see Section V) to measure effectiveness (Linked to ALL Outputs)	Quarterly/Annually	Identify trends, adjust strategies and enhance efficiency in achieving project outcomes.	UNDP, MoTE and local councils	Integrated into the PMC
<b>Monitor and Manage Risk</b>	Identify potential and emerging risks, periodically update the risk log, device mitigation strategies, including financial risks (Linked to ALL Outputs)	Quarterly	Proactively identify risks and ensure compliance with UNDP's POPP	UNDP	Integrated into the PMC
<b>Knowledge and Learning Capture</b>	Document best practices, lessons learnt and insights gained throughout implementation (Outputs 2.2 and 3.2)	Annually (min)	Integrate lessons into decision-making and adaptive management.	UNDP	Cost included under 2.2 and 3.2
<b>Annual Project Quality Assurance</b>	Evaluate project quality against UNDP standards (e.g., PQA Implementation, SESP)	Annually	Adjust implementation strategies based on findings.	UNDP	GMS included for QA
<b>Stakeholder Engagement Monitoring</b>	Ensure active participation of local communities, CSOs and government agencies with a detailed Stakeholder Engagement Plan (Linked to 1.3 and 2.1)	Quarterly	Address gaps in engagement and enhance participation mechanisms.	UNDP, Stakeholders	Included in Act 1.3 and 2.1

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action</b>	<b>Partners (if joint)</b>	<b>Cost (if any)</b>
<b>Course Corrections &amp; Internal Reviews</b>	Review all monitoring data to refine strategies and reallocate resources if necessary (all Outputs)	Annually (min)	Adjust project scope, timeline, and implementation based on evaluation results.	UNDP	GMS included for QA
<b>Project Progress Reports</b>	Summarize project outcomes, risk updates and financial status for stakeholders (all Outputs)	Annually	Provide transparency and accountability to funders and implementing partners.	UNDP	GMS included for QA
<b>Project Board Reviews</b>	High-level governance review of project performance and financial planning.	Annually (min)	Address bottlenecks, improve coordination, and scale up successes.	UNDP	PMC
<b>Grievance and feedback monitoring</b>	Ensure community and stakeholder engagement	Continuous	Feed insights into adaptation of communications	Local councils	Grievance and feedback monitoring
<b>Project Board Review</b>	Review project performance	At least annually	Document lessons and realign workplan	UNDP, MMS, MoF	Project Board Review
<b>Evaluation</b>	Independent review of outcomes	End of project	Develop final report	External evaluator	Evaluation
<b>Mid-term review</b>	Review the project performance at mid-point and identify any gaps to address implementation challenges	Once at mid-point	Address bottlenecks, re-strategize implementation and improve alignment with the overall scope	UNDP	Cost for evaluations

**valuation Plan**

Evaluation Type	Related SP Output	UNSDCF/CPD Outcome	Planned Date	Completion	Key Stakeholders	Evaluation	Cost & Source of Funding
Terminal (Summative)	Contributes to CCA and Renewable Energy Transition	UNSDCF Outcome 3/CPD Outcome 2	Y5 (2029)		UNDP, MoTE, Island/Atoll Councils, CSOs, CSIRO, UNSW		PMC

## 7. MULTI-YEAR WORK PLAN

Expected Outcomes	Planned Activities	Planned Budget by Year (AUD)					Implementing Agency	Planned Budget		
		Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)	Year 5 (2029)		Funding Source	Budget Description	Amount (AUD)
Outcome 1: Economic benefits and investments for inclusive climate and disaster resilience are strengthened through revitalized National Park management.  <i>Gender marker: GEN2</i>	Activity 1.1 Development of a comprehensive Nature Park Management Master Plan for introducing and managing services in Nature Parks across the Maldives.		77,040.00				UNDP	DFAT	71200 - International Consultant	135,622.50
			28,890.00						71300 - Local Consultant	
			9,630.00	9,630.00					71600 - Travel	
			5,216.25	5,216.25					75700 - Trainings and Workshops	
			48,150.00						71300 - Local Consultant	
	Activity 1.2 Upscaling climate resilient infrastructure in nature park's premises for improved services and enhancing economic benefits	337,050.00	-				UNDP	DFAT	72100 - Contractual Services - Companies	385,200.00
			192,600.00				UNDP	DFAT	72100 - Contractual Services - Companies	200,697.21
	Activity 1.3 Conduct Natural Capital Accounting that will serve as a sustainable natural resource management framework to enhance economic activities in selected regions.		4,048.60	4,048.60					71600 - Travel	
		<b>Subtotal Output 1</b>								
	Outcome 2: Enhanced integration of transformative technologies for the effective management and restoration of coral reefs with increased national capacity and knowledge ensuring inclusivity.	Activity 2.1 Conduct assessments to identify the national coral restoration needs in alignment with the NBSAP to prioritise sites for restorative interventions.			77,040.00			UNDP	DFAT	71200 - International Consultant
				40,767.00			72200 - Equipment and Furniture			
				16,050.00			71600 - Travel			
				24,075.00			71300 - Local Consultant			
Activity 2.2 Facilitate peer-to-peer learning programs to equip local conservation CSOs and personnel with advanced coral restoration strategies and innovative technologies		11,235.00	11,235.00	11,235.00			UNDP	DFAT	75700 - Trainings and Workshops	57,780.00
		8,025.00	8,025.00	8,025.00					71600 - Travel	
Activity 2.3 Develop a plan to adopt and scale the existing low-cost					67,410.00		UNDP	DFAT	71300 - Local Consultant	83,460.00
					8,025.00				71600 - Travel	

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<i>Gender marker:</i> <i>GEN2</i>		coral restorative technologies across Maldives through assessment and demonstration.				8,025.00			75700 - Trainings and Workshops		
<b>Subtotal Output 2</b>										<b>299,172.00</b>	
Outcome 3: Enhanced energy security through integration of renewable energy systems in island communities to strengthen the resilience of small island communities, support sustainable tourism, and reduces reliance on fossil fuels.	Activity 3.1 Expanding Renewable Energy Solutions within a small island community to Reduce Fossil Fuel Dependence.			1,203,750.00			UNDP	DFAT	72100 - Contractual Services - Companies	1,383,510.00	
				160,500.00					74700 - Transport, Shipping and handle		
				6,420.00	6,420.00	6,420.00			75700 - Trainings and Workshops		
	Activity 3.2 Training women technicians for solar maintenance to enhance community resilience.			26,750.00	26,750.00	26,750.00	UNDP	DFAT	75700 - Trainings and Workshops	138,030.00	
				33,705.00					71300 - Local Consultant		
				8,025.00	8,025.00	8,025.00			71600 - Travel		
Activity 3.3 Establish unified solar-powered charging stations for electric vehicles (EVs) operated by Guesthouses		256,800.00				UNDP	DFAT	71200 - Contractual Services - Companies	306,880.00		
		40,125.00						74700 - Transport, Shipping and handle			
<i>Gender marker:</i> <i>GEN2</i>		3,318.33	3,318.33	3,318.33				75700 - Trainings and Workshops			
<b>Subtotal Output 3</b>										<b>1,828,420.00</b>	
PMC Costs	Project Management Unit	190,930.00	190,930.00	190,930.00	190,930.00	190,930.00	UNDP	DFAT	71400 - Contractual Services - Individ	1,067,000.00	
		16,050.00	16,050.00	16,050.00	16,050.00	16,050.00			75700 - Trainings and Workshops		
		19,260.00	12,840.00						72400 - Equipment and Furniture		
	M&E and Communications		16,050.00	16,050.00	16,050.00	16,050.00	16,050.00	UNDP	DFAT	71600 - Travel	154,080.00
			5,136.00	5,136.00	5,136.00	5,136.00	5,136.00			72100 - Contractual Services - Companies	
			9,630.00	9,630.00	9,630.00	9,630.00	9,630.00			72400 - Communic & Audio Visual Equip	
	DPC		102,720.00	102,720.00	102,720.00	102,720.00	102,720.00			64397 - Direct Project Cost - Services provided by CO Staff	513,600.00

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<b>Subtotal PMC Costs</b>									<b>1,734,680.00</b>
<b>TOTAL BUDGET FOR PROGRAMME ACTIVITIES</b>									<b>4,583,791.71</b>
	GMS 8%	<b>59,598.08</b>	<b>79,222.73</b>	<b>158,325.69</b>	<b>39,019.95</b>	<b>30,536.88</b>			366,703.34
	1% Levy	<b>49,504.95</b>							49,504.95
<b>TOTAL YEARLY BUDGET</b>									<b>5,000,000.00</b>

## 8. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented through Direct Implementation (DIM) by UNDP, where UNDP assumes overall management responsibility and accountability for portfolio implementation in accordance with UNDP's Policies and Procedures. UNDP Maldives will provide quality assurance and oversight in accordance with UNDP Programme and Operations Policies and Procedures (POPP).

**Project Board/Steering Committee:** The Project Board is the most senior, dedicated oversight body for a UNDP 'Development Project', which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project." A carefully constituted Project Board will be responsible for making important management decisions by consensus to provide oversight on strategic matters, approve work plans and validate project progress. The Project Board decisions will be made according to standards that ensure best value for money, fairness, integrity, transparency and effective competition. In case a consensus cannot be reached, the final decision shall rest with the Chairman of the Board, who will be from UNDP. The board will meet at least once a year and when required to taking important decisions. Representatives of other stakeholders can be included in the Board as appropriate, as observers upon agreement of all members of the Project Board. Meetings of the Project Board are organized at least once a year, but more often as required.

### Duties and Responsibilities

The two prominent, mandatory roles of the Project Board are as follows:

1) **High-level oversight of the project** (as explained in the "Provide Oversight" section of the PPM). This is the primary function of the Project Board. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Board is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. Its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project and related decisions/agreements on any management actions or remedial measures to address them effectively.

The Project Board also carries the role of quality assurance, making decisions informed by, among other inputs, the project quality assessment. In this role, the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the project's implementation modality.

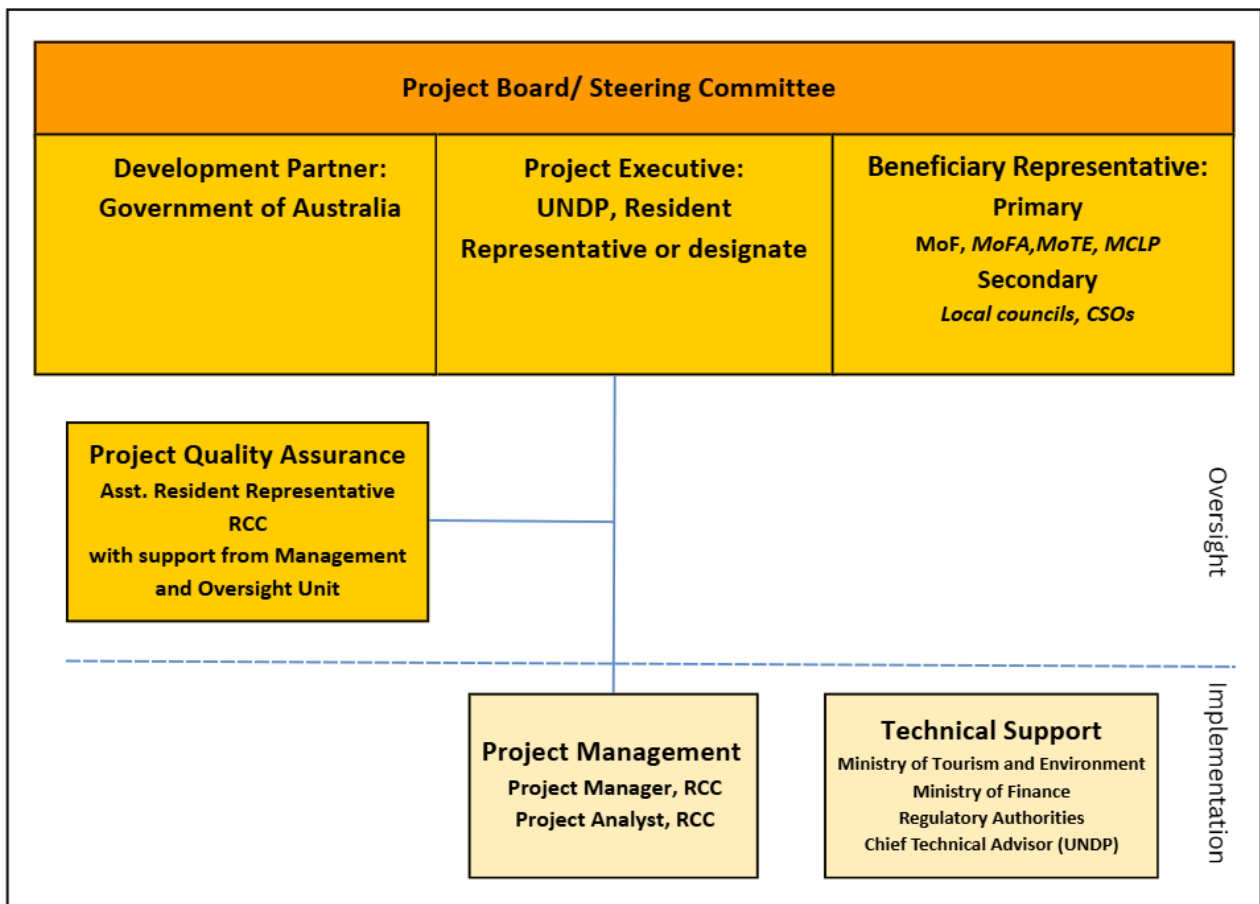
The Project Board reviews updates to the project risk log.

2) **Approval of key project execution decisions** (as explained in the "Manage Change" section of the PPM). The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other

significant changes (subject to additional funding partner/donor requirements). cThe Project Board is responsible for making management decisions by consensus when required, including approving project plans and revisions and the project manager’s tolerances. The Board also approves annual work plans and reviews updates to the project risk log.

In order to ensure UNDP’s ultimate accountability, Project Board decisions shall be made in accordance with the Quality Standards for Programming that ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. The Board will be guided by credible data, evidence, quality assurance and reporting to aid decision-making. The project Board will also exercise adaptive management as and when required to respond to newly emerging project circumstances -both opportunities and threats for the project- that may involve adjustment to the approved workplan and/or approach. gWithin the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions (*‘High-level oversight of the project’ and ‘Approval of key project execution decisions’*) is distinct from the roles of entities involved in the implementation of the project, namely Responsible Parties (if applicable), service providers and project staff.

**Project Governance Structure:**



## The Executive

The Executive role will be performed by UNDP, which is ultimately responsible for the project. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher-level outcomes. The Executive must ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. The Executive is responsible for overall quality assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

**Beneficiary Representative:** Government of Maldives including Ministry of Tourism and Environment, Maldives Marine Research Institute, Ministry of Finance, and Island Councils

### Project Assurance:

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. The role ensures appropriate project management milestones are managed and completed. The project assurance will rest with the UNDP Resilience, Environment and Climate Change Unit and Management Support Unit (MSU). The Assurance function will involve commissioning independent evaluation, 3rd party financial spot checks and 3rd party financial audits as well as regular quality assurance on the results and financial resource reports submitted by the RP to UNDP in accordance with the agreed frequency identified in the Project Cooperation Agreement. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Maldives and UNDP, signed on 25<sup>th</sup> Jan 1978.

All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

## 9. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Maldives and UNDP, signed on 25 January 1978. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

## **10. RISK MANAGEMENT**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>14</sup> [UNDP funds received pursuant to the Project Document]<sup>15</sup> are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP

Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
  - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
    - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
  - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
  - c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
    - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
    - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work

environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
  - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
  - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
  - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
  - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- k. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP

from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Note:* The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

**XI. ANNEXES**

**ANNEX I:**