
I. BACKGROUND

The Maldives is a Small Island Developing State (SIDS) with a Middle-Income Country (MIC) status. It is amongst countries in the high human development category (Maldives' HDI value for 2018 was 0.719). However, key vulnerabilities and inequalities affect the country's ability to achieve the Sustainable Development Goals (SDGs) and development. The population of more than 400,000 is sparsely spread across 187 inhabited islands. This makes quality service delivery challenging and costly. Inequalities based on spatial disparities, income, age, disability and gender have persisted despite an impressive economic growth trajectory. The Multidimensional Poverty Index (MPI, 2019) data for the Maldives show that almost one third of the population is multidimensionally poor. This is higher for girls, the elderly, persons with disabilities and those living in some parts of the atolls. As one of the lowest lying countries in the world (over 80% of the land area of Maldives is less than one metre above mean sea level), climate change is an existential threat to the nation. Recently, 62% of all inhabited islands and 45% of tourist resorts reported severe beach erosion.

Given the alarming emergence of climate change risks and vulnerabilities present in the country, the Government of Maldives has submitted its updated Nationally Determined Contributions (NDC) in December 2020. In the updated NDC, the Maldives pledges to reduce emissions by 26% of total emissions by 2030, by increasing the share of renewables in the energy mix through various initiatives. The President of Maldives H.E. Ibrahim Mohamed Solih has further expressed that given international support and assistance, the Maldives could achieve net-zero commitments as early as 2030. He reiterated that to reach such ambitious targets would require the international community to follow through with the consistent technical and financial assistance they have pledged to countries such as the Maldives over many decades.

The Strategic Action Plan (SAP) of the Government, the central policy framework and planning document that guides the overall development direction of the Maldives for the next five years, also stipulates key trajectories supporting the alignment towards a blue economy and low-carbon pathways for the country. This includes the strengthening of agro-value chains, increases in productive capacities of sustainable and climate-aware industries, increasing the role of agriculture in food safety and security, investing in strengthening institutional coordination and data management, and mainstreaming of specific climate-sensitive pathways such as sustainable agricultural practices. As such, UNDP remains wholly committed to supporting these strategies with the introduction of low-emission, low-carbon and resource efficient technologies in the agricultural landscape of the Maldives, foster good agricultural practices and build sustainable industries that reflect the climate vulnerabilities faced by the country.

In terms of its economy, the Maldives was expected to grow at 7.5% in 2020. However, given the exposure of the tourism sector and the overall economy to the current COVID-19 crisis, real GDP contracted by 5.9% in Q1 2020, with further anticipated losses to the economy brought by the standstill. The latest reports in November 2020 by the Ministry of Finance indicate that the Government has experienced a contraction in total revenues amounting to nearly MVR 750 million compared to the revenue inflows for the same period in 2019. The World Bank estimates the Maldives to be hit most severely in South Asia due to high exposure to industries most vulnerable to the outbreak. The ADB publication *'Economic Impact of the COVID-19 Outbreak on Developing Asia'* shows that Maldives ranks amongst the top 3 countries in the Asia region to be hardest hit by the global crisis.

During the initial pandemic mitigating measures imposed in April 2020, the impact on employment, businesses and household was evidenced to be significant. With the shutdown of all tourism accommodation establishments throughout the country, the employment of 45 thousand resort workers were affected as majority were put on 'no pay' leave for varying periods.

Businesses in the tourism value chain and businesses operating in local islands and cities had been temporarily closed until July 2020, when the Government started easing restrictions. Though the tourism sector has resumed functionality, The World Bank projections indicate that tourism inflows have persisted to be anaemic, implying that many businesses operating in the sector still face multiple challenges to sustain themselves. Households that do not have a salaried employee of the state are likely to be vulnerable with their income sources disrupted, well into 2021 and beyond.

The capital Malé and adjacent islands Hulhumalé and Villingili, which forms the Greater Malé Region, is the population hub of the country. According to the 2014 Census, 32% of the resident population lived in the Greater Malé Region. The urban population is estimated to increase due to constant positive migration rate to Malé by families seeking better education, healthcare and job prospects. Population projections show that if internal migration continues at its current level, by 2030, the urban population of Maldives would exceed that of the rural population. The urban centre is characterised by overcrowded living conditions including that of migrant population, road congestion, high food and rent prices, high rates of youth unemployment and concentration of various criminal activities.

Climate stresses negatively impact livelihoods, particularly those of women who depend on natural resources for sustenance and livelihood activities. The disparities in urban and rural communities, as well as the ongoing pandemic has exposed the economic vulnerability and food insecurity of the Maldives even more so, owing to the economy's overdependency on tourism and due to high dependency on imports.

Project Background

Maldives imports over 90% of its food supplies. Fish is the only food source for which the country is self-sufficient. The agricultural sector remains underdeveloped with fragmented production and market systems. Contribution of this sector to GDP averages 1.3% through 2014-2018, and the share has declined due to increased productivity of other sectors.

The overall share of agriculture in GDP contributions in 2019 was at 1.1% and production numbers are like those of 2018. Commercial agriculture is mainly practised by men and is dominated by high-value crops such as banana, papaya, chili, cucumber and pumpkin, mostly targeted to the resort market. Meanwhile, women largely practise subsistence agriculture, which is the main livelihood for rural agriculture-dependent populations. Subsistence agriculture, both in home gardens and to a limited extent, in plots outside of the home area, provides a variety of produce ranging from traditional starchy crops to fruits and vegetables, as well as being a source of vital non-food items such as timber and cordages. Given the geographic make-up of the country, food trade, storage and distribution play a critical role in the access and availability dimensions of food security.

In response to the ongoing COVID-19 crisis and broader vulnerabilities owing to import dependency and food insecurity, the Government had decided to accelerate their plans to revive the agriculture sector to enhance revenues generated and address food security of the country. As such, 17 crops had been identified under the Import Substitution Programme to be produced at 44 islands dedicated for contract farming. Sparse land in islands could be used for farming free of rent for three years and a platform for farmers to market and sell their produce through the newly established Agro National Corporation (AgroNat) of the Maldives Fund Management Corporation (MFMC) had been enabled. The Greater Malé Region being the main population hub of the country, the efforts towards food security also explored urban farming as a concept, engaging new and young generation farmers.

In mid-2020, UNDP partnered with the Ministry of Economic Development, Ministry of Fisheries, Marine Resources and Agriculture (MoFMRA), Agro National Corporation (AgroNat), Maldives Fund Management Corporation (MFMC), the Business Center Corporation (BCC) and Housing Development Corporation (HDC) on the "*Sustainable Economic Empowerment and Development for SMEs*" (SEEDS) project, with financial support of the Government of Japan. It aimed to provide economic rehabilitation in order to mitigate the negative impacts of the COVID-19 crisis in the Maldives. The project had the objective of increasing agriculture production and promoting food security through an approach of building entrepreneurship amongst farmers and creating a new generation of agri-businesses that are innovative, productive and practices environment-friendly agriculture. It also provided technical support and capacity to the Government of Maldives to conduct support services for MSMEs to adapt to the "new normal".

The original SEEDS project had three outputs: the first focused on increasing food production capacity through support to new and existing agricultural entrepreneurs in two regions of the Maldives (Laamu Atoll and Greater Malé Region). This included the provision of starter kits, development of an agri-business incubation programme for young/new generation urban farmers and digital tools for farmers (Figure 2). The second output aimed at facilitating institutional capacity development of the newly established state-owned enterprise, AgroNat (Figure 1), that had been set up in response to the crisis and targeted to increase yield and mitigate food shortages. The third output includes technical support and capacity to the Business Center Corporation (Figure 3), another SOE, to conduct support services for MSMEs to adapt to the new normal.

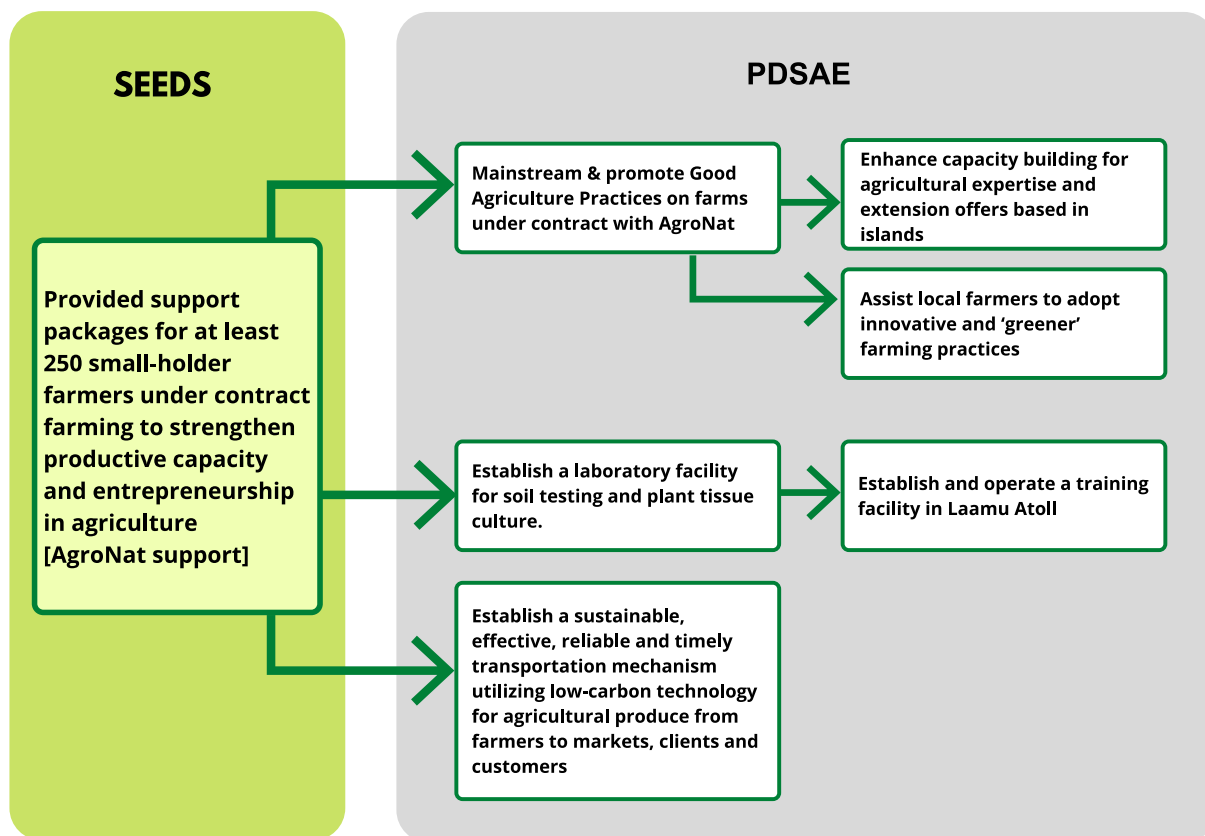


Figure 1 – Illustration of linkages between the AgroNat components in the SEEDS project (green box) and the proposed PDSAE components.

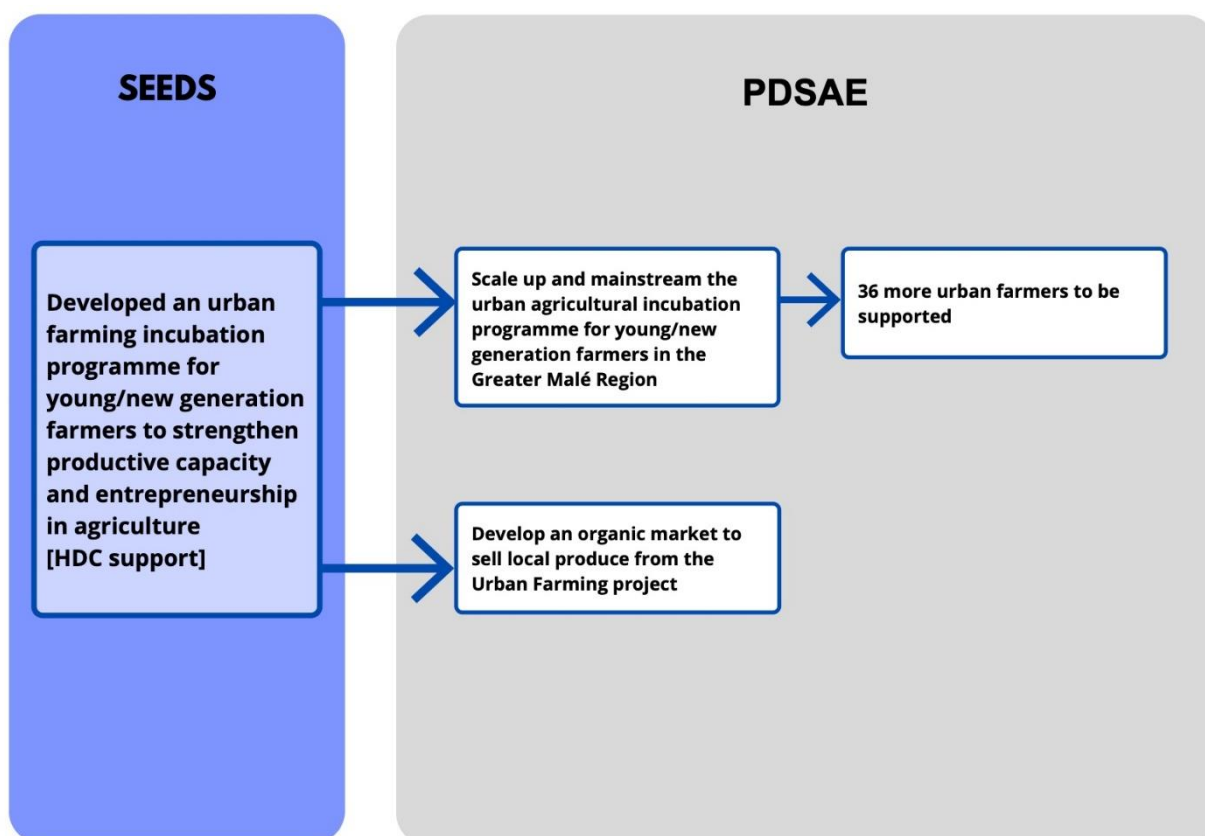


Figure 2 – Illustration of linkages between the HDC components in the SEEDS project (blue box) and the proposed PDSAE components.

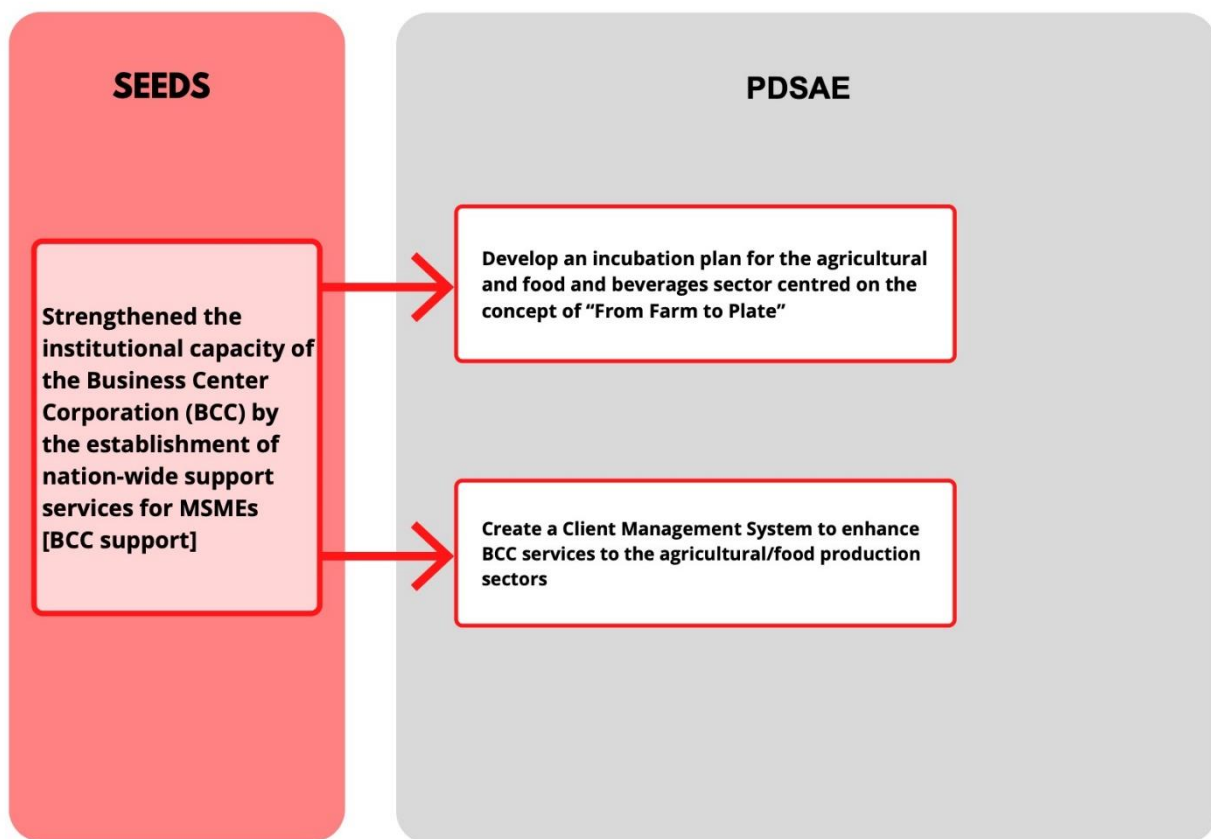


Figure 3 – Illustration of linkages between the BCC components in the SEEDS project (red box) and the proposed PDSAE components.

II. RESULTS AND PARTNERSHIPS

A. Expected Results

The **overall goal of the project** is to build on the work of the SEEDS project and further strengthen local productivity of agricultural produce in the Maldives. By doing so, the project aims to enhance food security in the archipelagic nation, which has very limited arable land, and also enable more entrepreneurs interested in the agricultural businesses to enter the sector and facilitate secondary and tertiary production of related commodities including foodstuff and textiles.

The project is linked to the two outcomes from the UNDP Maldives Country Programme Document (CPD):

Outcome 1: Citizen expectations for voice, sustainable development, the rule of law, and accountability are met by stronger systems of democratic governance.

Outcome 2: Growth and development are inclusive, sustainable, increase resilience to climate change and disasters, and contribute to enhanced food, energy and water security and natural resource management.

Output 1: Strengthen assistance to increase local farmer expertise in agriculture

1.1 Mainstream & promote Good Agriculture Practices (GAP) on farms under contract with AgroNat. Certification under the existing GAP standard would support farmers to certify their farms in addition to promoting such produce among consumers. The first step of the certification process requires testing the chemical residue level of soil, water and produce from the existing farming field. Most of these samples currently need to be sent abroad for testing as the national laboratories lack the necessary capacities.

1.2 Establish a laboratory facility for soil testing and plant tissue culture. There is significant and growing demand for seedlings with the attributes of pest and disease resistance, in addition to adaptability to the local environment. Simple tissue culture techniques could be the best way forward for the development of such seedlings, especially for the most demanding crops like banana and orchids. Upon the establishment of a laboratory facility, the extension team stationed at Hanimaadhoo Agricultural Centre (HAC) in northern Maldives would be able to provide more accurate and timely services to farmers as well as the team working at the Ministry and its counterparts stationed at various islands who are directly dealing with farmers on a daily basis. At the same time, the reliance of imported seedlings and the risks associated specifically for banana, orchid and few root crops would be minimized. Funding for soil testing and plant tissue culture laboratory apparatus, equipment and reagents is confirmed by the "Maldives Agribusiness Project" funded by IFAD and through the support provided by Government of India.

1.3 Enhance capacity building for agricultural expertise and extension offers based in islands. AgroNat's technical staff stationed at target islands are trained to provide technical assistance for farmers on sustainable agricultural practices. The probable cause of overuse of agrochemicals could be due to the lack of safe and effective agricultural information available for the public. With the limited resources of MoFMRA already overstretched, the burden on the agriculture department to cater to farmers dispersed across the country is growing. The current situation demands easier access at the farmer-level and more trained 'outreach' personnel at

the atoll-level to provide farmers with prudent information needed for their craft.

1.4 Establish and operate a training facility in Laamu Atoll. Tying closely with activity 1.2, the project seeks establishment of a training facility and agricultural centre in L. Gan (south central Maldives). The purpose of this facility is to implement applied research activities on crop varieties, fertilizer application and agronomic practices. It also will serve as the demonstration, training and seeds/plant material propagation centre for the southern region. This will build to the productive capacity for the 250 farmers who are on contract from the SEEDS project.

1.5 Assist local farmers to adopt innovative and 'greener' farming practices. This would help increase their crop yield and substantially reduce adverse environmental impacts of their farming. Innovative implements such as vertical farming, drip irrigation and organic farming will be considered leading to a more enhanced crop yield and reduced impact on the environment and less pressure on scarce natural resources such as freshwater and arable land.

Output 2: Enhance agricultural capacities and opportunities to ensure food security

2.1 Scale up and mainstream the urban agricultural incubation programme for young/new generation farmers in the Greater Malé Region. This project, to be implemented by the Housing Development Corporation (HDC), would further contribute to the strengthening of agricultural value-chains and increase the role of agriculture in food security and food safety. Given the high level of public support received for the first phase of the incubation programme, the second phase of the project would also cater corresponding gardening facilities and land area for each farming group selected through an application and screening process.

The first phase of the project gave a higher priority to groups of women and the youth/PWD categories, although the second phase is set to be equally accessible for any Maldivian above 18 years who live in Hulhumalé City. A total of 36 additional farmers are to be supported during this second phase, and as before this project will include provision of support to selected applicants on scaling-up small-scale agricultural farming, reducing risks related to starting self-owned agricultural enterprises and support in managing finances and market products. The second phase of the urban farming component seeks to materialize key partnerships between government agencies involved in similar work, namely Ministry of Fisheries, Marine Resources and Agriculture, as well as the state-owned enterprise (SOE) Agro National Corporation. This component also has a key linkage to Activity 1.5 of developing an organic market.

Output 3: Enhance support industries and value-added services to augment agro-businesses

3.1 Develop an organic market plaza to sell local produce from the Urban Farming project. This market is to be developed by the Housing Development Corporation (HDC) in an open plaza located between the sites allocated for the Urban Farming Phases 1 and 2. It will cater to the farmers under previous SEEDS project as well as the current one and target a total 84 farmers, who would get a chance to showcase and sell their produce. The market is to be developed as portable shop lots, in the form of 28 fabricated pop-up stalls, in close vicinity to the urban farming lots. This would enable farmers to sell their produce during specific days of the week, while the plaza can also serve as a communal gathering space for the general public. The proposed plaza area consists of various other smart developments to better facilitate the engagement between farmers and the community. This includes the installation of a public interactive screen in the plaza to gather and share knowledge regarding sustainable and responsible farming.

A key objective of this project is to foster greater levels of proactiveness, connectedness, collaboration and participation among the public in realizing the smart city movement.

3.2 Develop an incubation plan for the agricultural and food and beverages sector centred on the concept of "From Farm to Plate". This activity would benefit aspiring entrepreneurs in the agricultural and F&B sectors by providing an entry point into the market as well as a viable mean to promote their products with an emphasis on sustainable and organic produce. Food producers opting in for the programme would be encouraged to adopt such locally produced ingredients in their products and create/promote authentic Maldivian delicacies. Linkages between F&B entrepreneurs and the agricultural producers engaged by AgroNat in activity 2.1 would be sought. Product trialling of the foodstuff produced under this activity, which may demand premium prices due to its local and organic sourcing, could be enabled by the provision of a local food court in Hulhumalé (with linkage to activity 3.1 above). To further add value to these products, development of an agricultural F&B SME rating system through a feasibility study is also proposed.

3.3 Create additional support structures to enhance BCC services to the agricultural/food production sectors. A Client Management System (CMS) is proposed, anticipating a significant number of clients being engaged with BCC and its partners due to the roll out of the "From Farm to Plate" incubation plan outlined in 3.2. The system would enable BCC to better engage their clients thereby increase the overall number of SMEs entering into the sectors. To guide these new SMEs entering into the newly developed system, a SME Handbook would be developed with an emphasis on agricultural entrepreneurs and include guidance chapters on ideation, registration, marketing, bookkeeping and digital presence. Additionally, a marketing strategy to promote the incubation plan along with adjacent BCC services would be rolled out.

3.4 Establish a sustainable, effective, reliable and timely transportation mechanism utilizing low-carbon technology for agricultural produce from farmers to markets, clients and customers. The assurance of a dedicated and fit-for-purpose transportation mechanism will help increase entry of new businesses to the market as it provides greater confidence that their produce can be delivered to different markets through the nationwide transport network to be introduced by AgroNat.

Table 1: Summary breakdown of the outputs by activity, budget and RP

Output	Activity	Budget (\$)	RP
1: Strengthen assistance to increase local farmer expertise in agriculture	1.1 Mainstream & promote Good Agriculture Practices (GAP) on farms under contract with AgroNat.	80,250	MoFMRA
	1.2 Establish a laboratory facility at HAC for soil testing and plant tissue culture.	146,000	MoFMRA
	1.3 Enhance capacity building for agricultural expertise and extension offers based in islands.	20,000	MoFMRA
	1.4 Establish and operate a training facility in Laamu Atoll	276,713	MoFMRA
	1.5 Assist local farmers to adopt innovative and 'greener' farming practices.	242,500	AgroNat
2: Enhance agricultural capacities and opportunities to ensure food security	2.1 Scale up and mainstream the urban agricultural incubation programme for young/new generation farmers in the Greater Malé Region.	170,971	HDC
3: Enhance support industries and value-added services to augment agro-businesses	3.1 Develop an organic market plaza to sell local produce from the Urban Farming project.	116,021	HDC
	3.2 Develop an incubation plan for the agricultural and food and beverages sector centred on the concept of "From Farm to Plate".	156,343	BCC
	3.3 Create additional support structures to enhance BCC services to the agricultural/food production sectors.	120,000	BCC
	3.4 Establish a sustainable, effective, reliable and timely transportation mechanism utilizing low-carbon technology for agricultural produce from farmers to markets, clients and customers.	805,555	AgroNat
Total		2,134,353	

B. Geographic and Population Targets

The project will target assistance to families living in Laamu (*Haddhunmathi*) Atoll in southern Maldives and the Greater Malé Region in central Maldives. It will also support northern farming communities in Haa Dhaalu (South *Thiladhunmathi*) Atoll, ensuring a wide geographic scope and accessibility of the project's outcome across the Maldives (See Figure 4).

Priority will be given to those who are not employed and/or out of the labour force. This includes unemployed young women and men who are available and are actively seeking employment, persons with disabilities (PWDs) who are typically considered out of the labour force because there are no employment opportunities available to them and women who are seeking to earn an income but may not be able to do full-time salaried work.

As with the previous SEEDS project, priority will also be given to households that have been directly affected by the COVID-19 crisis in 2020. This may be due to loss of income from closing down a family business or home-based business/informal work, loss of income because those employed in the family have been either been laid off or given 'no-pay' leave.

Total number of direct beneficiaries that the project will be working with are estimated to be 500 individuals engaged in agribusiness. Indicted beneficiaries who would receive the products and services from the growth in agribusiness as a result of the project's interventions are approximated as the populations of the geographic areas. The indirect beneficiaries are expected to be 160,000.

C. Human Security Approach

After reviewing a range of best practices, and in line with the General Assembly resolution 66/290, "*Human security is an approach to assist Member States in identifying and addressing widespread and cross-cutting challenges to the survival, livelihood and dignity of their people.*" It calls for "*People-centred, comprehensive, context-specific and prevention-oriented responses that strengthen the protection and empowerment of all people*". This project will ensure maximum impact and sustainability, in line with a human security and human rights-based approach throughout the project.

- **People-centred:** The need for local ownership takes on added importance in the context of supporting tolerant institutions. UNDP's role must be, wherever possible, to support local initiatives, and to empower the local community as the central actors. UNDP programming must facilitate, assist, and enable these discussions and ensure inclusive dialogues with communities with attention to youth, women, and people with disabilities.

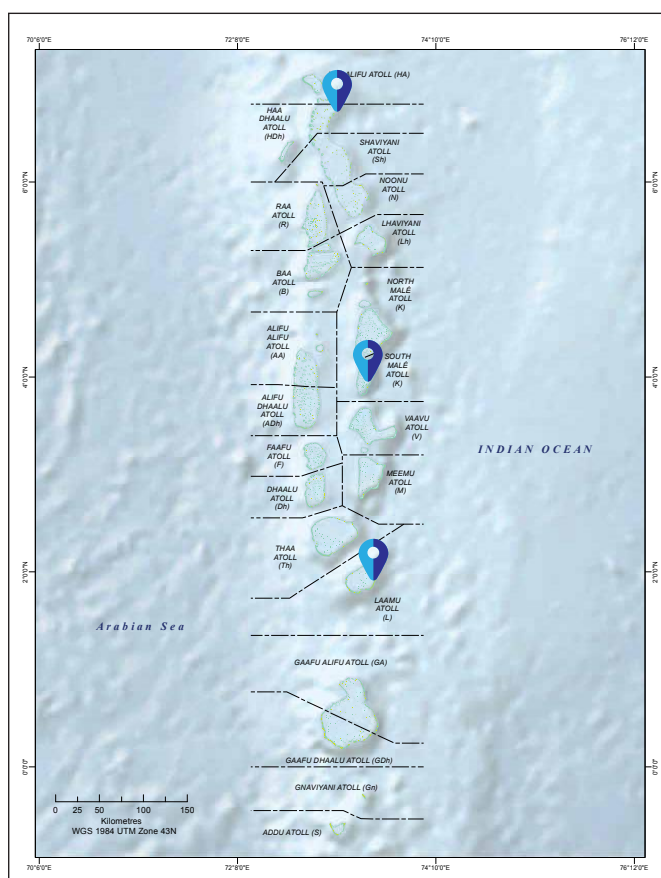


Figure 4 Map of the Maldives with project areas (north, central and south) highlighted.

- **Context-specific:** UNDP encourages programming that is grounded in data. The project builds upon the work of the existing SEEDS project, itself stemming from the findings of the rapid livelihood assessment that was undertaken by UNDP providing evidence-based policy recommendations and actions. Thought is given to challenges at the individual-, community-, regional- and national-levels and ensuring UNDP's offer is both holistic and integrated. It will link with existing UNDP programming including those related to circular economy.
- **Sustainability:** This project will respond to the needs of the Government and its citizens and build on enduring partnerships, strengthen institutional capacity with strong business model to leverage investment capital and support inclusive institutions. All projects shall adhere to a pre-approved workplan, schedule and budget and will meet regular reporting deadlines. All activities should be completed within the 24-month timeframe and an exit strategy/sustainability plan in place beforehand.

III. RISKS AND ASSUMPTIONS

A. Risk Management

The project risk log presented in below incorporates the social, environmental, economic, programmatic and operational risks anticipated during project implementation. UNDP will record and monitor risks according to their assigned impact and probability, and report on the effective implementation of their associated mitigating measures.

B. Social and Environmental Safeguards

UNDP will be responsible to monitor and implement any social and/or environmental safeguard measures necessary to ensure that the project execution follows the organisation's "do no harm" policy and acts in accordance with applicable UNDP social and environmental policies. All project-affected stakeholders and beneficiaries can submit any grievances to their related Implementing Partner or directly to UNDP. UNDP CO will establish appropriate grievance resolution procedures for addressing any project-related social and/or environmental complaints and disputes, which will be monitored and reported through annual reporting mechanisms.

Table 2: Risk Log

Description	Type	Impact & Probability	Severity	Mitigating Measures
Economic instability attributed to the ongoing COVID-19 pandemic leads to rise of material and labour costs of project activities.	Socioeconomic	P = 3 I = 5	High	Coordinate with responsible partners to ensure accurate and current prices are listed in the budget and plan for contingencies leading to possible reprogramming avenues.
COVID-19 continues to spread, extending mobility restrictions which are likely to affect project implementation.	Programmatic	P = 5 I = 5	High	Virtually coordinate project outputs requiring travel and ensure that social distancing measures are enforced to ensure safety of people involved in implementation
Delayed implementation, cooperation modalities or management/coordination issues.	Programmatic	P = 2 I = 4	Moderate	Coordinate closely with Project Steering Committee and technical working group to meet regularly to review issues and anticipate any implementation challenges.

Description	Type	Impact & Probability	Severity	Mitigating Measures
New policies/regulations placed that could have an impact on programme implementation and activities.	Sectoral/Strategic/Political	P = 1 I = 2	Low	Ensure close communication with relevant key stakeholder and the Government to ensure agreement on programme implementation and identify solutions
Unpredictability and climatic variability leading to environmental degradation (e.g., saltwater intrusion, prolonged drought) may adversely affect planned timelines for activities such as those related to agriculture.	Environmental	P = 4 I = 4	High	Plan for contingencies as much as possible including reprogramming with a focus on environmental education and awareness.
Capacity of and maturity of set-up of responsible partners in financial and operational management.	Operational	P = 4 I = 3	Moderate	HACT assessment has been applied to all implementing partners and capacities fully assessed. UNDP will work within this framework to further mitigate potential risks and identify a capacity development plan where applicable.

IV. STAKEHOLDER ENGAGEMENT

Effective stakeholder engagement is one basis for achieving sustainable project implementation. With this regard, a wide range of relevant stakeholders have been identified and consulted during the initial stages of the project formulation. Various meetings were organized to discuss the project objectives, potential outcomes and outputs to ensure active participation and support. Specific discussions with the responsible partners and government stakeholders were carried out regarding the three project outputs, how they could be effectively implemented with technical support from various agencies and organizations. An exhaustive list of stakeholders, their roles and simple strategies for their engagement is summarized in Table 3 below.

Table 3: List of Key Stakeholders

Name	Role(s) in the Project	Participation Plan
Ministry of Fisheries, Marine Resources & Agriculture	Steering Committee, Responsible Partner and technical input	Steering Committee meetings, consultation through emails/telephone
Ministry of Economic Development	Steering Committee	Steering Committee meetings, consultation through emails/telephone
Ministry of Foreign Affairs	Steering Committee	Steering Committee meetings, consultation through emails/telephone
Ministry of Finance	Steering Committee	Steering Committee meetings, less frequent consultation through emails/telephone
Agro National Corporation	Responsible Partner	Working Group Meetings, bilateral meetings, very frequent consultation through emails/telephone
Business Center Corporation	Responsible Partner	Working Group Meetings, bilateral meetings, very frequent consultation through emails/telephone

Name	Role(s) in the Project	Participation Plan
Housing Development Corporation	Responsible Partner	Working Group Meetings, bilateral meetings, very frequent consultation through emails/telephone
Laamu Atoll Council	Administrative and logistical assistance in project area	Bilateral meetings, frequent consultation through emails/telephone
Island Councils in Laamu Atoll	Administrative and logistical assistance in project area	Bilateral meetings, frequent consultation through emails/telephone
Maldives Association for Physical Disabilities	Technical advice on inclusivity	Bilateral meetings, consultation through emails/telephone
NGOs (GEF SGP Grantees)	Technical input and mentoring for young farmers	Bilateral meetings, consultation through emails/telephone
Agro-businesses	Technical input and mentoring for young farmers	Bilateral meetings, consultation through emails/telephone
Maldives Polytechnic	Institutionalizing the training content	Bilateral meetings, consultation through emails/telephone
Maldives National University	Assistance to Polytechnic	Bilateral meetings, consultation through emails/telephone
Japan International Cooperation Agency	Technical input	Bilateral meetings, consultation through emails/telephone

UNDP's communications efforts will generate donor visibility across multiple channels. The Government of Japan's (GOJ) contributions to the project will be highlighted through the most effective communications methods identified at country-, regional- and global-levels, focusing on **Japan's strong interest to help realize human security in the field**. An additional priority will be reporting on human interest stories, which aim at highlighting and connecting the implications of UNDP's work and the contribution of GOJ with the impact on people and communities.

The project will ensure maximum possible collaboration with other UN Agencies in line with delivering as one. It will strongly collaborate with JICA and JOCV where applicable to ensure the success of the community outreach components. UNDP will collaborate closely with the Japanese Embassy in the Maldives to maximize donor participation in all aspects of the project's design, implementation and monitoring.

UNDP will closely consult with Japanese representatives to promote visibility of Japanese logos on public documents or displaying them at events. UNDP is keen to ensure Japan's contributions, with prior agreement, are given their proper acknowledgment. UNDP will ensure that a communication plan is in place for this project to highlight its progress and results.

V. PROJECT MANAGEMENT

A. Cost Efficiency and Effectiveness

The project will ensure cost-efficient utility of resources:

- Using the theory of change analysis to explore different options to achieve the maximum results with available resources.
- Using a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects.

B. Project Management

The project will be implemented using Direct implementation Modality (DIM) managed from UNDP Maldives with operational support of the relevant Regional Bureau and Japan Unit, BERA. The Global Policy Network (GPN) will be fully utilized when appropriate and necessary.

A Project Steering Committee will be established and co-chaired by UNDP, MoFMRA and MED. The Steering committee will be responsible for key decision making on project management, partnership collaboration and implementing strategies, reviewing the Annual Work Plan (AWP) and project reports (mid and annual). The Steering Committee will be held at least once within the timeline of the project period.

VI. RESULTS FRAMEWORK

Applicable Outcome(s) from the UNDP Maldives Country Programme Document:

Outcome 1: Citizen expectations for voice, sustainable development, the rule of law, and accountability are met by stronger systems of democratic governance.

Outcome 2: Growth and development are inclusive, sustainable, increase resilience to climate change and disasters, and contribute to enhanced food, energy and water security and natural resource management.

Project Title: The Project for Developing Sustainable Agricultural Economy (PDSAE)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCES	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	MIDTERM	FINAL	
Output 1: Strengthen assistance to increase local farmer expertise in agriculture	1.1 No. of trained auditors for farm inspection No. of chemical-residue testing samples collected, analysed and reported No. of random inspection trips after certification	Project reports	0	2021	0	250 auditors	Review of project reports, training attendance sheets, training photographs/videos
	1.2 No. of lab facilities established	Contract documents	0	2021	0	1 lab	Review of contract documents, photography of established lab facilities
	1.3 No. of trainings/trainees trained on agricultural techniques	Project reports	0	2021	0	3 trainings 15 participants	Review of project reports, training attendance sheets, training photographs/videos
	1.4 Establishment and operation a training facility in Laamu Atoll	Contract documents, documentary evidence	0	2021	0	1 facility	Review of contract documents, photography of established lab facilities

	1.5 No. of systems installed and no. of individuals trained	Training contracts and project report	0	2021	0	30 farming systems (10 drip irrigation systems, 5 organic farming setups and 15 trained individuals)	Review of crop reports and project reports
Output 2: Enhance agricultural capacities and opportunities to ensure food security	2.1 No. of young/new generation of agro-entrepreneurs incubated	Contract documents with farmers and project reports	0	2021	0	12 farming lots and 36 new farmers	Review of project reports, beneficiary interviews
Output 3: Enhance support industries and value-added services to augment agro-businesses	3.1 No. of pop-up stalls fabricated/Number of agro-entrepreneurs enabled to sell produce within the market	Project reports and photographic documents	0	2021	0	28 popup stalls and 2 interactive digital screens	Review of project reports, beneficiary interviews
	3.2 Number of enrolments in the incubation programme Number of prolonged subscribers to the incubation programme Number of F&B and food production entrepreneurs engaged with Authentic Maldives Number of F&B and food production entrepreneurs engaged with the food court	Project and contract documents	0	2021	0	3 "Authentic Maldives" food stalls, 50 producers engaged through food court	Review of project reports, beneficiary interviews
	3.3 Successful development of the required CMS system base and industry specific modules Publication of SME handbook and displayed in the appropriate avenues Number of new advertisements/assets/posts/ templates developed	Subscriber data through the CMS	0	2021	0	1 CMS 200 subscriber clients engaged through CMS, 1 SME handbook, 20 promotional/marketing material	

	3.4 Number of agricultural boats in operation enabling an effective, timely transportation mechanism for food produce	Contract documents, project reports, photographic evidence, boat logs, cargo records	0	2021	0	1 boat providing logistical support for N, R, B, Lh, F, Dh, Th, L atoll farmers	Review of contract document, project reports and food transportation documents
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VII. MONITORING AND REPORTING

UNDP will undertake monitoring and reporting on project activities in accordance with its Programme and Operations Policies and Procedures (POPP) for Project Management.

Monitoring missions will be undertaken in keeping with work plan to be developed for the project, at the planning stage.

Quarterly progress reports will be prepared, summarizing the progress of the planned activities as well as the challenges and issues to be resolved during implementation.

Final narrative report including an interim financial report will be prepared at the operational completion of the project. Final financial report will be prepared after financial closure of the project by following UNDP policy.

VIII. WORK PLAN

Project Title:	The Project for Developing Sustainable Agricultural Economy (PDSAE)				
Applicable Outcome(s) from the UNDP Maldives Country Programme Document:	<p>Outcome 1: Citizen expectations for voice, sustainable development, the rule of law, and accountability are met by stronger systems of democratic governance.</p> <p>Outcome 2: Growth and development are inclusive, sustainable, increase resilience to climate change and disasters, and contribute to enhanced food, energy and water security and natural resource management.</p>				
Expected Outputs	Planned Activities	Descriptions of Activities	Responsible Party	Budget Description	Budget Amount (in US\$)
Output 1: Strengthen assistance to increase local farmer expertise in agriculture	1.1 Mainstream & promote Good Agriculture Practices (GAP) on farms under contract with AgroNat.	<ul style="list-style-type: none"> - Train auditors for farm inspection - Provide GAP trainings, provide field analysis and sample collection - Establish mechanisms for farm inspection <p>Conduct random inspection trips after certification, promote GAP practices through certified products</p>	MoFMRA	<ul style="list-style-type: none"> - Consultancy/arrangement fees for the trainings - Cost of travel for the inspections - Cost of laboratory testing and transport of samples - Cost of establishment of certification standard 	80,250
	1.2 Establish a laboratory facility at HAC for soil testing and plant tissue culture.	<ul style="list-style-type: none"> - Provide architectural drawings and BOQ of the facility - Conduct the tender process, contract out the building 	MoFMRA	<ul style="list-style-type: none"> - Architect's fee for the drawing and BOQs - Tender process fees - Cost of building construction 	146,000
	1.3 Enhance capacity building for agricultural expertise and extension offers based in islands.	<ul style="list-style-type: none"> - Conduct training programme at HAC 	MoFMRA	<ul style="list-style-type: none"> - Training consultancy/venue/equipment fees 	20,000

	1.4 Establish and operate a training facility in Laamu Atoll	<p>Identify renovations works of existing buildings</p> <ul style="list-style-type: none"> - Undertaken tender process for renovations works of existing buildings - Contract out for the building renovation works - Undertake tender process for connecting electricity of GAC to the main electric grid by Fenaka - Contract out for connecting electricity of GAC to the main electric grid by Fenaka - Transform classroom into a conference facility that can host virtual sessions for farmers <p>Enable office setup and IT infrastructure</p>	MoFMRA	<ul style="list-style-type: none"> - Contractor fees for renovation - Tender processing fees - Classroom conversion cost - Purchase of equipment needed for the new training facility 	276,713
	1.5 Assist local farmers to adopt innovative and 'greener' farming practices.	<ul style="list-style-type: none"> - Adopt vertical farming implements - Utilize low-usage irrigation and dry farming tech - Promote organic farming practices - Introduce knowledge exchange and best practices among agro-businesses 	AgroNat	<ul style="list-style-type: none"> - Consultancy fees for the adoption of novel agricultural techniques Promotion/marketing/advertising cost of organic farming in the Maldives - Consultancy/contractor fee for the establishment of the knowledge exchange platform 	242,500
Subtotal for Output 1					765,463

Output 2: Enhance agricultural capacities and opportunities to ensure food security	2.2 Scale up and mainstream the urban agricultural incubation programme for young/new generation farmers in the Greater Malé Region.	<ul style="list-style-type: none"> - Implement an urban agriculture incubation programme for young/new generation farmers in Hulhumalé - Design of eligibility criteria for agri-business entrepreneur's application - Construct urban gardening facility (Urban farming project) - Develop application process, screen and select 36 farmers (from both genders) - Provide training for selected farmers (by HDC horticulturist and greening team) - Allocate allowance for farmers for 3 months period (allowance to cover utility bills and compost for initial ground preparation) 	HDC	<ul style="list-style-type: none"> - Construction costs for the urban gardening facility - Training/venue costs for the farmer training - Allowance costs for the farmers 	170,971
Subtotal for Output 2					170,971
Output 3: Enhance support industries and value-added services to augment agro-businesses	3.1 Develop an organic market plaza to sell local produce from the Urban Farming project.	<ul style="list-style-type: none"> - Design a marketplace (shop lots) for the farmers in Hulhumalé - Construct shop lots - Develop a mobile application/platform for farmers to share their produce updates and gardening related information. - Introduce and implement smart city goals of Hulhumalé by an installation of public interactive screen in the plaza area 	HDC	<ul style="list-style-type: none"> - Construction cost of the shop lots - Consultancy/development cost for the mobile app - Consultancy for the smart city goals - Equipment/storage cost for the pop-up stalls 	116,021

		- Fabricate pop-up stalls for the farmers (To be used during market days)			
	3.2 Develop an incubation plan for the agricultural and food and beverages sector centred on the concept of "From Farm to Plate".	<ul style="list-style-type: none"> - Incubation plan development - Create outlets to promote local produce - Create food court to sell local foodstuff - Develop consultancy to create SME rating system 	BCC	<ul style="list-style-type: none"> - Consultancy fee for the development of the incubation plan - Cost of outlet creation - Construction cost of the food courts - Consultancy cost of development of the SME rating system 	156,343
	3.3 Create additional support structures to enhance BCC services to the agricultural/food production sectors.	<ul style="list-style-type: none"> - Create CMS system - Publish first volume of SME handbook - Procure marketing services for promotion of incubation programme 	BCC	<ul style="list-style-type: none"> - Consultancy fee for the development and deployment of the CMS - Marketing and promotion firm fees 	120,000
	3.4 Establish a sustainable, effective, reliable and timely transportation mechanism utilizing low-carbon technology for agricultural produce from farmers to markets, clients and customers.	<ul style="list-style-type: none"> - Procure the agro-boat 	AgroNat	<ul style="list-style-type: none"> - Cost of design and construction of the vessel 	805,555
Subtotal for Output 3					1,197,919

Subtotal for Programme Outputs			2,134,353
Monitoring (field visits, M&E reporting)	UNDP		60,350
Project management costs (Project personnel, Direct Project Costs (DPC), equipment, supplies, travel, audit, communications, trainings and workshops)	UNDP		351,593
Subtotal for Project Management Costs (PMC)			411,943
Total Budget			2,546,296
GMS (8%)			203,704
Total Donor Allocation			2,750,000
GRAND TOTAL			2,750,000

Table 4 Estimated breakdown of total budget by type and RP.

Cost Type	AgroNat	BCC	HDC	MoFMRA	UNDP	Grand Total	Percentage of Total Prog. Budget
Construction/infrastructure	805,555	100,000	209,971	282,713		1,398,239	51%
Equipment			40,000	135,000		175,000	7%
Grants			10,000			10,000	0.30%
Local consultancy	242,500	176,343	27,021	100,000		545,864	19%
Travel				5,250		5,250	0.10%
PMC					411,943	411,943	15%
GMS					203,704	203,704	8%
Grand Total	1,048,055	276,343	286,992	522,963	615,647	2,750,000	100%

Table 5 Breakdown of the Project Management Costs (PMC)

Type	Qty	Unit	Total	Period (Years)	Gross	Notes
Project Coordinator	1	39,000.00	39,000.00	3	117,000.00	Proforma for full time project lead staff
Project Associate	1	28,000.00	28,000.00	3	84,943.00	Proforma for full time project associate
Field Officer (Full Time)	1	28,000.00	28,000.00	2	56,000.00	Proforma for full time field-based officer
Field Officer (Part Time)	2	14,000.00	28,000.00	2	56,000.00	Proforma for part time field-based officers
Communications			5,000.00	3	15,000.00	Cost for producing visibility/communication materials incl. of photography, videography and print media
Travel			8,000.00	3	24,000.00	Cost of travel for Project Management Unit to project sites including transportation and DSA
M&E	1	6,666.67	6,666.67	3	20,000.00	Cost of local consultant for midterm and terminal evaluation
Audit			6,000.00	3	18,000.00	Cost of three independent financial audits
Admin. (Workshop, ITC)			7,000.00	3	21,000.00	Cost of administration including office equipment, ITC and office space, workshop hosting charges
				Total	411,943.00	

IX. PROJECT GOVERNANCE AND MANAGEMENT ARRANGEMENT

The overall accountability for implementing the resources according to the intention of the donor lies with the UNDP Resident Representative for the Maldives.

UNDP, as the responsible body for the management of the contribution, will oversee all technical aspects of planning and implementing project activities, fostering quality assurance, managing operational activities including procurement, finance, and human resources, while ensuring that operations adhere to UNDP ethics and accountability policies, principles and standards while enabling fast implementation within the given timeline within the range where UNDP can manage.

UNDP has a long-standing programmatic engagement with and presence in the Maldives dating back to 1978. Its approach in the nation has been multifaceted, and together with government, local communities, civil society and private sector partners, it has tackled a wide swathe of developmental issues pertaining to the environment, climate change, governance and economy. As a key development partner in the Maldives, the organization has consistently demonstrated flexibility and responsiveness to existing and emerging problems.

The proposed PDSAE envisions strengthening the agricultural sector of the Maldives, however, the interventions contained therein provides broader linkages with UNDP's current work in the country. These include the enhancement of communal resilience through disaster risk reduction initiatives and climate adaptation (e.g., through the provision of diversified livelihood opportunities and increasing food security in islands), building national and subnational capacities and decentralization (e.g., providing avenues for certification and testing to the agricultural authorities in three disparate regions of the country). UNDP also strives to foster a culture of inclusivity and equality through its programmatic action with a strong emphasis on vulnerable groups including youth, women and persons with disabilities.

UNDP intends to build on the work of the first SEEDS project, itself designed as a crisis response and recovery support following the COVID-19 pandemic, which severely affected the Maldivian economy and exacerbated its vulnerabilities owing to reliance on tourism and food exports. This can be achieved by drawing linkages to the proposed PDSAE with UNDP's economic diversification endeavours and other upstream work including policy engagement with government agencies and provision of developmental finance advisory services thereof.

UNDP has built strong partnerships and explored various cooperation modalities with the Government, communities, civil society and private sector partners throughout the nation. These relationships are strengthened by the value addition UNDP brings with its global network of knowledge-sharing on best practices and sector-specific expertise, pairing that with the longstanding institutional local context available to the organisation through its four decades of in-country presence and continuous engagement in the Maldives. UNDP also places strong emphasis on lessons learnt from previous engagements (locally and internationally) and fully intend to incorporate them into the proposed PDSAE.

The financial contribution from the Government of Japan will be utilized in accordance with the budget stated in this project document under UNDP's Financial Rules and Regulations.

UNDP will promptly inform the Government of Japan in case that major revisions on the project budget and activities are required, responding to unforeseen circumstances.

The strategic decisions proposed in this project document will be undertaken by the Project Steering Committee. The formulation, and roles and responsibilities include the following:

The Project Steering Committee will take corrective action as needed to ensure the project achieves the desired results. Additionally, the committee will also hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the project. At the end of the project, the committee will hold an end-of-project review to capture lessons learned and discuss opportunities, if possible, for scaling up and to highlight project results and lessons learned with relevant audiences.

The Working Group consists of representatives from each of the project's key implementing partners. Meetings of the Working Group will be held on a monthly basis with the goal to ensure coordination among the stakeholders during project implementation. It also serves as a platform to represent the voice of stakeholders on topics relevant to the scope of the project and to ensure the implementation of project activities in line with the agreed project plan and approach.

The project's governance structure is illustrated in Figure 5 in the next page.

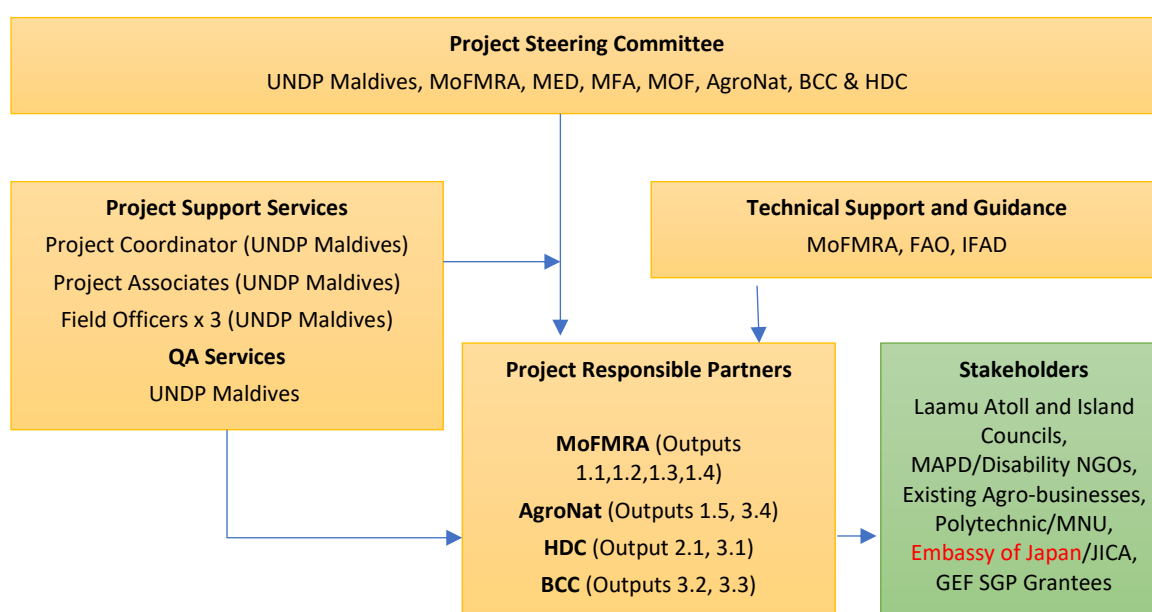


Figure 5 Illustration of the project's governance structure.

X. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAA's for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. 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.

XI. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the UNSMS.
2. Risk Analysis is provided in Risk Log below.
3. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
4. 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>).
5. 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.
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, 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 will take appropriate steps to prevent misuse of funds, fraud or corruption, 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 and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - d. 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 and (b) 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.
 - e. 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.
 - f. 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 or corruption 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.

- g. Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the 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 or corruption, or otherwise paid other than in accordance with the terms and conditions of the 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 or corruption, 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.

- h. 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.
- i. 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.
- j. 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.

Annex I: Budget Descriptions

Notes:

Cost Recovery:

Direct Project Costs (DPC): *These are the organizational costs incurred in the implementation of a development activity or service that can be directly traced and attributed to that development activity (projects & programmes) or service. Therefore, these costs are included in the project budget and charged directly to the project budget for the development activity and/or service.*

General Management Support (GMS):

Fee to recover costs to UNDP that are in addition to direct project costs associated with managing the implementation of programmes. The GMS fee encompasses costs incurred in providing general management and oversight functions of the organization. These costs are incurred in support of its activities, projects & programmes, and services provided, that cannot be traced unequivocally to specific activities, project or programmes.

Implementation Support:

Activities in this sub-cluster of programme activities include operational and administrative support to projects in the following areas: a. Communications Unit staff time spent on communication of development results and outcomes in the context of specific development programmes and projects; b. Human Resources Unit staff time spent on the recruitment, selection, hiring, contracting, and/or contract administration of project personnel; c. Procurement Unit staff time spent on the procurement of goods or services on behalf of a project, covering the entire procurement cycle tasks, transport, storage, distribution, on-site receipting of goods, customs clearance, logistics, etc; d. Finance Unit staff time spent on undertaking direct project payment requests; e. Programme staff time and any other CO staff time spent directly on programme implementation and directly contributing to development results.

Annex II: Multiyear Budget

Description	Amount	Detail				Comments/Budget Notes	
		Item	Costs				
			Total	Year 1	Year 2		Year 3
Construction/Infrastructure	\$1,342,684	Procurement	\$126,000	\$37,800	\$63,000	\$25,200	Cost of tendering and construction of the building
		Procurement	\$156,713	\$47,014	\$78,357	\$31,343	Cost of classroom conversion
		Procurement	\$159,971	\$47,991	\$79,986	\$31,994	Cost of construction of urban gardening facility
		Procurement	\$50,000	\$15,000	\$25,000	\$10,000	Cost of construction of shop lots
		Procurement	\$100,000	\$30,000	\$50,000	\$20,000	Cost of outlet creation
		Procurement	\$750,000	\$40,000	\$150,000	\$560,000	Cost of boat tender & construction
Equipment	\$175,000	Laboratory Equipment	\$35,000	\$10,500	\$17,500	\$7,000	Cost of laboratory testing including equipment, storage and transport to testing facilities
		Training Equipment	\$100,000	\$30,000	\$50,000	\$20,000	Cost of equipment needed to equip a fully functional training facility for farmers
		Pop-up Stalls	\$40,000	\$12,000	\$20,000	\$8,000	Cost of purchase of pop-up stalls for the organic market plaza
Grants	\$10,000	Farmer Grants	\$10,000	\$10,000			Grant for farmers x 3 months including cost to cover utility bills and compost for initial ground preparation
Local Consultancies	\$601,419	Consultancy	\$40,000	\$12,000	\$20,000	\$8,000	Consultancy fee for the development and deployment of the CMS
		Consultancy	\$20,000	\$6,000	\$10,000	\$4,000	Consultancy fee for the GAP trainings
		Consultancy	\$20,000	\$6,000	\$10,000	\$4,000	Consultancy fee for the establishment of the certification standard for agricultural produce
		Consultancy	\$20,000	\$6,000	\$10,000	\$4,000	Consultancy fee for the development of training material at HAC facility
		Consultancy	\$242,500	\$60,625	\$121,250	\$60,625	Consultancy fees for development of new agricultural techniques (\$100,000), marketing and promotional material for organic farming in Maldives (\$50,000) and establishment of agricultural knowledge exchange platform (\$92,500)
		Training Consultancy	\$1,000	\$300	\$500	\$200	Consultancy fee for development of material for urban farming trainees
		Consultancy	\$26,021	\$7,806	\$13,011	\$5,204	Consultancy fee for the development of Hulhumale Smart City goals
		Consultancy	\$56,343	\$16,903	\$28,172	\$11,269	Consultancy fees for the development of agrcultural incubation plan and the SME rating system
		Design and Marketing Consultancy	\$120,000	\$36,000	\$60,000	\$24,000	Consultancy fees for the development and deployment of the CMS (\$80,000) and marketing material to promote sector (\$40,000)
		Design Consultancy	\$55,555	\$16,667	\$27,778	\$11,111	Consultancy fee for the engineering design of the vessel
		Consultancy	\$5,250		\$2,625	\$2,625	Cost of travelling for the inspection of farms implementing GAP
Subtotal	\$2,134,353	Subtotal				\$2,134,353	
Staff & PMC	\$411,943	Project Coordinator ×1	\$117,000	\$39,000	\$39,000	\$39,000	Proforma for full time project lead staff
		Project Associate ×1	\$84,943	\$28,314	\$28,314	\$28,314	Proforma for full time project associate
		Field Officer (Full Time) ×1	\$56,000	\$18,667	\$18,667	\$18,667	Proforma for full time field-based officer
		Field Officer (Part Time) ×1	\$56,000	\$18,667	\$18,667	\$18,667	Proforma for part time field-based officer
		Communications	\$15,000	\$5,000	\$5,000	\$5,000	Cost for producing visibility/communication materials incl. of photography, videography and print media
		Travel	\$24,000	\$8,000	\$8,000	\$8,000	Cost of travel for Project Management Unit to project sites including transportation and DSA
		M&E	\$20,000	\$6,667	\$6,667	\$6,667	Cost of local consultant for midterm and terminal evaluation
		Audit	\$18,000	\$6,000	\$6,000	\$6,000	Cost of three independent financial audits
		Admin. (Workshop, ITC)	\$21,000	\$7,000	\$7,000	\$7,000	Cost of administration including office equipment, ITC and office space, workshop hosting charges
		Subtotal	Subtotal				\$411,943
Subtotal (activities and staffing):	\$2,546,296	Subtotal (Activities, Staffing & PMC)				\$2,546,296	
GMS (8%)	\$203,704				GMS (8%)	\$203,704	UNDP's General Management Service Fee
Total	\$2,750,000	Total				\$2,750,000	