



SAP

STRATEGIC ACTION PLAN
2019 - 2023



GOVERNMENT OF MALDIVES

ACKNOWLEDGEMENT

This document outlines the developmental targets and priorities of the Government for the five-year period 2019 – 2023. It sets out realistic strategic goals that would help achieve key developmental milestones in realising our hopes and dreams of a Jazeera Raajje.

This document would not have reached its ultimate conclusion without the assistance and technical input of the multiple agencies that worked on the various sub-sectors. In particular, the assistance of our multilateral partner in development UNDP and their consultants is noteworthy.

Our success depends on our ability to generate the necessary resources needed for the implementation of this plan, our capacity to work together, alongside with the proper use of the monitoring and evaluation tools to guide us in our way forward.

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FOREWORD

National development remains one of the highest responsibilities of Government. However, for too long it has been pursued haphazardly, with no long-term vision, definite criteria for success, or provisions for government accountability. The results of such short-term thinking and unorganized development efforts are clear for all to see: an overly congested capital; stark regional disparities in socio-economic and infrastructural progress; environmental degradation; unequal opportunities to accessing basic goods and services; and difficulties accessing meaningful employment, quality education, and affordable housing, among a plethora of other issues that previous governments not only neglected to solve but exacerbated.

My administration is not only committed to discretely addressing each of the aforementioned issues, but in line with our vision of a Jazeera Raajje, we seek a transformation of the Government's entire approach to national development. Henceforth, we want to ensure that national development is conducted holistically; with reference to our citizens' actual needs and priorities; and in an organized, time-bound manner.

Our agenda is highly ambitious and we intend to deliver. However, unless we can provide specific and reliable yardsticks which can be used to measure our successes, our promises are just empty boasts. Further, without a guiding document to provide direction, different sectoral ministries and government agencies will not be able to effectively coordinate their efforts, to meet their collective obligations to citizens.

We have compiled this Strategic Action Plan (SAP), which will be used as this Government's overarching reference point to steer our national development efforts. In the SAP under each of our

five priority areas (Blue Economy, Caring State, Dignified Families, Jazeera Dhiriulhin, and Good Governance), we have listed our goals relevant to each area and the precise steps that we will take to accomplish them. Further, we have taken care to ensure that each step is time-bound and must occur within a specified deadline.

This SAP not only provides a comprehensive and accessible outline of my Administration's development agenda for the next five years, it also holds Government accountable to citizens by making clear what its deliverables are and when results can be expected. Our pledges, the actions we will take in their pursuit, and our successes and failures in fulfilling them are transparently listed for all to see.

Perusing the contents of this document will make clear that my Administration has a clear vision in mind as we try and make manifest our promise of a Jazeera Raajje. We aim to make evident that each of our promises – from providing affordable housing, to protecting and preserving our environment, to improving the quality of our governance – were made with comprehensive forethought.

Ensuring that all Maldivians can live a dignified life is my Administration's greatest priority; it is the core impetus of our national development agenda. There is an onus upon us to properly organize our efforts so that we can get this right.

IBRAHIM MOHAMED SOLIH
PRESIDENT

INTRODUCTION

The Strategic Action Plan (SAP) of the Government of Maldives is a central policy framework and planning document that guides the overall development direction of the Maldives for the next five years. The SAP consolidates the current Government's manifesto pledges with existing sectoral priorities. The SAP serves as the main implementation and monitoring tool to track the progress of the delivery of the Government's policies and development priorities. The SAP is formally rolled out into the line ministries' day to day operations from 1 October 2019.

Figure 1: Structure of the SAP

**THE SAP PRESENTS
5 SECTORS. THEY ARE:**

33 SUBSECTORS

**BLUE
ECONOMY**



1

outlines economic priorities and how it will be delivered in a sustainable manner.

Tourism | Small and Medium Enterprises | Fisheries and Marine Resources | Agriculture | Labour, Employment and Migration | Economic Diversification

**CARING
STATE**



2

outlines priorities relevant to social progress.

Health | Education | Higher Education | Social Protection | Prevention of Narcotics and Drug Rehabilitation

**DIGNIFIED
FAMILIES**



3

outlines priorities relevant to social progress.

Housing | Youth | Community Empowerment | Islamic Faith | Sports | Family

**JAZEERA
DHIRIULHUN**



4

outlines priorities relevant to community infrastructure and services.

Clean Energy | Waste as a Resource | Environment Protection and Preservation | Resilient Communities | Information, Communication, and Technology | Water and Sanitation | Transport Network | Arts, Culture & Heritage | Decentralization

**GOOD
GOVERNANCE**



5

outlines key governance reforms.

National Security and Public Safety | Accountable State | Independent Institutions and Public Service Reform | Rule of Law and Judicial Reform | Gender Equality | Foreign Affairs | Eliminating Corruption

Each sector is composed of several sub-sectors. There are 33 sub-sectors in the SAP. A results matrix is developed for each of these sub-sectors which is the main implementation and monitoring framework and guidance that the SAP provides to the implementing agencies. The results matrix presents overall policy statements supported by corresponding strategies and activities. The SAPs measurement framework includes a timeline for the actions and targets for each of the policies in each subsector.

The sub-sector matrices identify several cross-cutting priorities of the Government that is relevant to all sectors and sub-sectors in the SAP. This includes accountability mechanisms for every sub-sector, implications of the proposed decentralization reforms on sub-sectors, addressing gender sensitivity and inclusivity in each sub-sector, implications of proposed transport and connectivity reforms and environmental reforms for each sub-sector. The SAP also takes reference of the government's proposed spatial plan.

THE SAP'S VALUE ADD

The SAP will serve as the central document that articulates all development priorities of the Maldives for the next five years. A key value add of the SAP is that it provides direction to all stakeholders both government, independent institutions, SoEs, NGOs and donors on what the development priorities are for the next five years. It aims to bring all stakeholders to the same wave length with respect to the development policy direction.

Cross-sector collaboration (between and within line ministries) and cross-agency collaboration (between line ministries, state institutions and non-governmental actors) is an ongoing challenge for the Government when implementing its policies and priorities in a coherent and coordinated manner. The institutional arrangements component of the results matrices in the SAP aims to address the existing fragmented delivery of policies and programmes by illustrating a lead implementing agency and other supporting implementing agencies for each action of a given subsector. The role clarification in the matrices aims to close the coordination gaps that exists amongst different stakeholders to implement the SAP in an effective manner.

The SAP will also be a key policy document towards the Maldives' effort to achieving the Sustainable Development Goals (SDGs) set by the United Nations General Assembly in 2015. While the SDGs are set for the year 2030, the policies and strategies in the SAP are aligned for the achievement of these Goals.

It is the Government's aim to shift towards full-fledged results-based budgeting or program budgeting during this term. The main purpose of this is to improve effectiveness of budgeting and to better understand the results achieved from the Government's investments in key sectors. However, one of the barriers to implementing program budgeting is the limited results-based planning

and targeting that is practiced within implementing agencies. The SAP bridges this gap by introducing a results matrix that implementing agencies can use and provides the framework for alignment of budgets to results.

SAP AND THE NATIONAL DEVELOPMENT PLAN

In recent years, the Government of Maldives has moved away from having a national development plan and any long-term development planning process. This has two implications; one there is no overarching central planning document that links all the sectoral plans and policies into one integrated development vision. The second disadvantage is that the absence of national development planning and long term planning favors delivery of short term priorities that do not address tradeoffs which result in long-term benefits and sustainability.

The SAP is a first step to restore central planning function within the Government. Taking in the lessons of its formulation and roll-out, the Government aims to institutionalize the SAP into a five year planning cycle that lays out implementation priorities while the five year SAPs will converge to a long term development vision. This will help to take forward several long-term visions set in the SAP achieve the transformation on areas such as blue economy, climate resilience and sustainability and good governance through a long-term process. The proposed activities to manage the SAP aims to lay the foundation for a more institutionalized planning process with standardized methods and tools for the Maldives.

HOW WE GOT HERE

The SAP has been compiled with contributions from a wide range of stakeholders including line ministries, independent state institutions, and state owned enterprises. The SAP also integrates recommendations put forward by civil society organizations. The main method applied to compile the SAP include consolidating and building coherence of the current Government’s manifesto pledges with existing policy priorities articulated in various policy documents including sector relevant master plans, legislations and sector focused research findings. The compilation was led by key line ministries and the overall coordination process was facilitated by the Policy Office of the President’s Office together with support from the Ministry of National Planning and Infrastructure (MoNPI). The timeline below provides details of the SAP was compiled.

Figure 2: The Process



INSTITUTIONAL FRAMEWORK FOR THE MANAGING OF SAP

Figure 3 – Institutional Framework for Managing the SAP

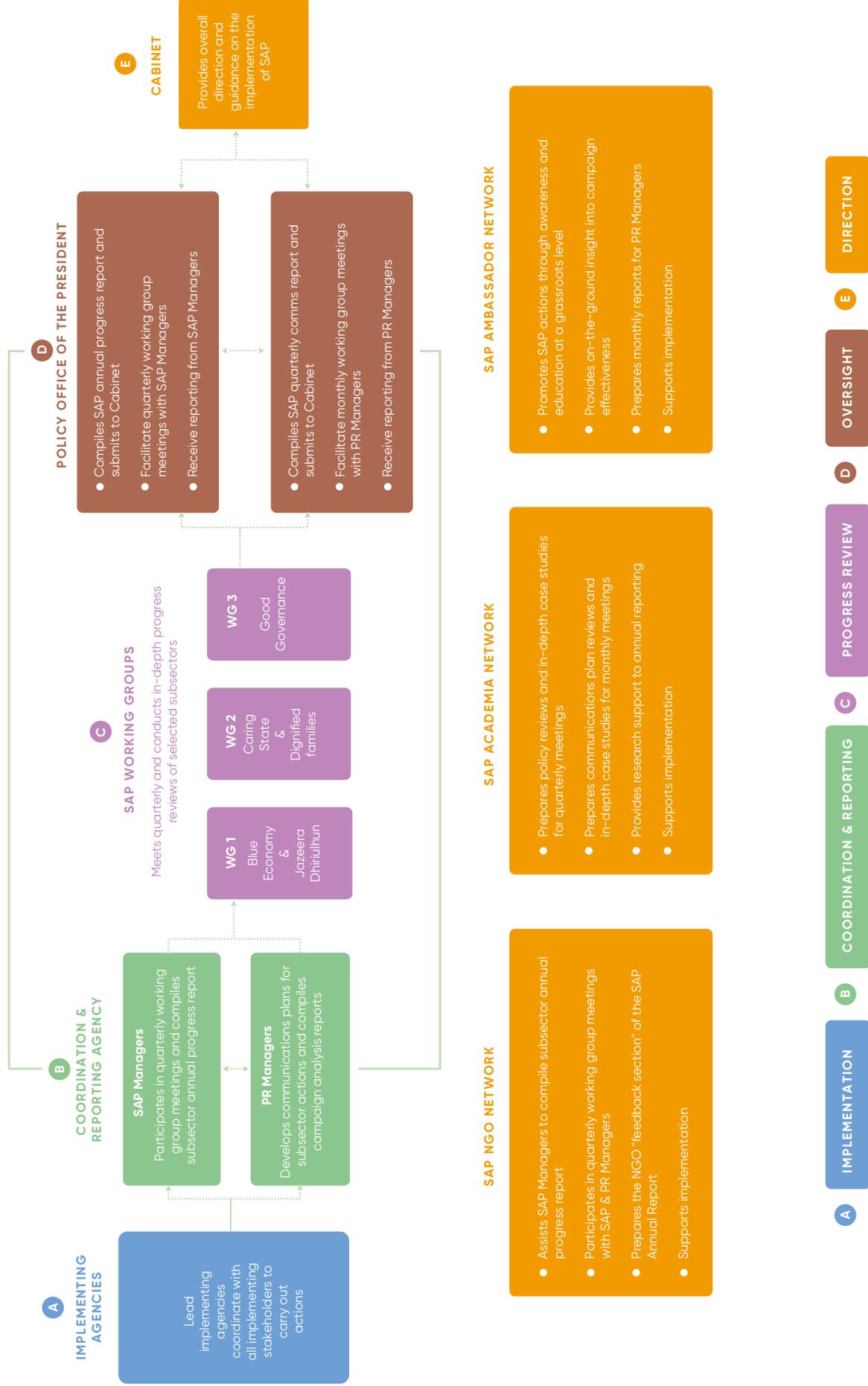
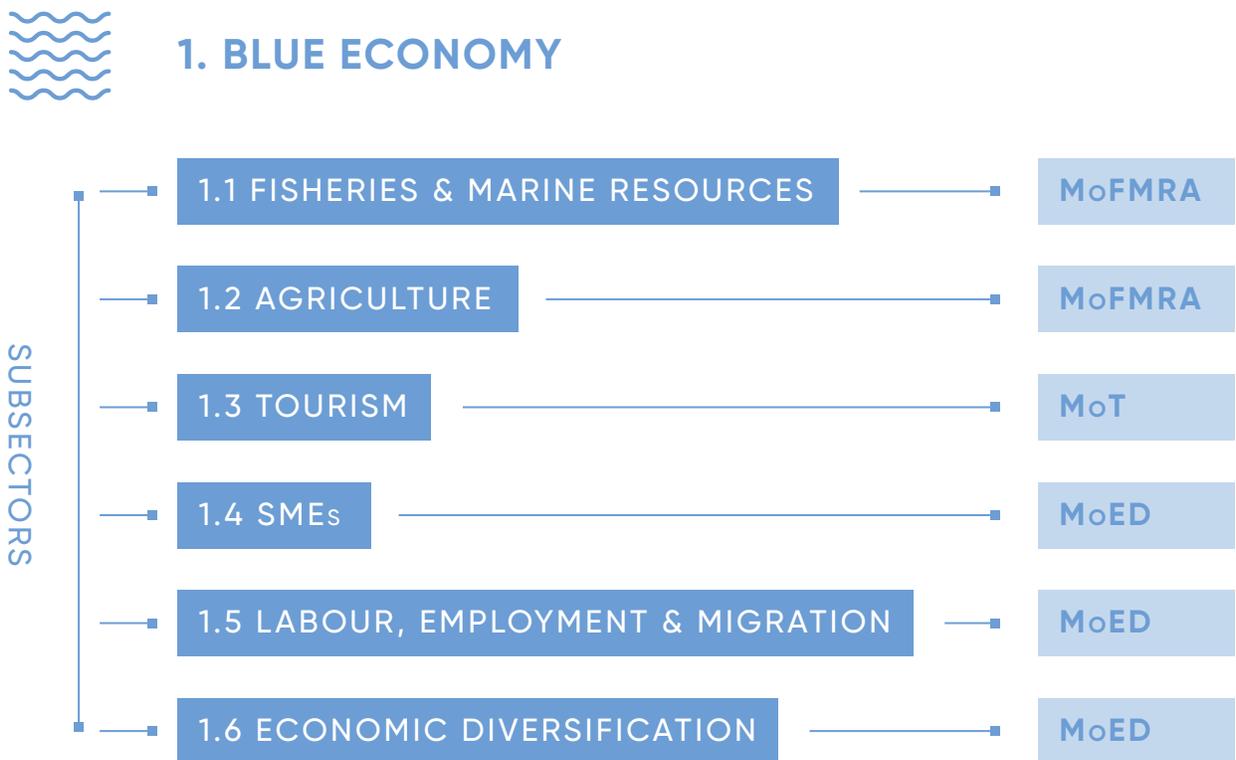


Figure 3 illustrates the management arrangements of the SAP from implementation to monitoring and documenting lessons. Key stakeholders and roles in the management of the SAP are summarized below:

- Each action in the SAP has a **lead implementing agency and other implementing stakeholders**. These agencies will be responsible for the successful implementation of each subsector's actions and achievement of policy targets. These agencies will assist the lead coordination and reporting agency to prepare the annual progress report for the subsector.
- Each subsector has a designated **lead coordination and reporting agency** (see Figure 4). The role of lead coordination and reporting agency is to consolidate inputs from all implementing agencies and compile the subsector annual progress report. They will also participate in quarterly working group meetings and prepare in-depth policy reviews with the SAP NGO network and academic group members. Each lead coordination and reporting agency will identify two **SAP Managers** and two **PR Managers** from their organization who will be the main focal persons for coordinating SAP activities with the Policy Office and the Communications Office of the President's Office. Both the SAP Managers and PR Managers are composed of one political and one technical staff who have a broad understanding of the subsector and basic monitoring and reporting skills. In addition to compiling the annual subsector report, the SAP managers will contribute to the quarterly working group meetings. They will also provide a monthly update to the Policy Office on any new policy formulations, planning exercises, reviews, research, surveys and data relevant to the subsector.
- The **Cabinet** shall be the apex body that will oversee the implementation of the SAP and provide strategic direction, guidance and support as needed. The Minister of Finance and the Minister of Foreign Affairs will jointly oversee the financing of the SAP.
- The Cabinet will be supported by the **Policy Office and the Communications Office** of the President's Office to coordinate and track progress and public perception of the implementation of the SAP. The Policy Office will receive inputs from lead coordination and reporting agencies and will consolidate the SAP's annual progress report and publish key results each year for the public. The Policy Office will facilitate the quarterly working group meetings and coordinate linking the NGO network and academia group members with the lead coordination and reporting agencies.
- There are three **SAP Working Groups**. Working Group 1 consists of blue economy and Jazeera Dhiruulhun sectors. Working Group 2 includes Caring State and Dignified Families sectors and Working Group 3 consists of the good governance sector. SAP working groups will include SAP managers and key representatives of the lead coordination and reporting agencies. The working groups can be chaired by a cabinet member on a rotating basis. The SAP working groups will meet quarterly and share lessons, feedback and strengthen coordination between subsectors. The meetings will act as a platform to present in-depth policy reviews carried out with academic groups and NGO network members.
- **SAP NGO network** includes representatives of selected NGOs that will provide quality assurance to both SAP implementation and monitoring. SAP NGO network members will be responsible for working as a group to support implementation of SAP actions with implementing agencies, prepare quarterly policy reviews of selected subsectors for working group meetings and to draft the 'feedback' section of the SAP annual progress report.

- SAP academia group** members will mainly include students of Masters in Social Policy and Bachelors in Environmental Science at the Maldives National University. The group members will prepare quarterly policy reviews of subsectors and present it at the quarterly working group meetings as case studies. The group members will assist the Policy Office to develop the necessary analysis of the SAP annual progress report. The members will support and provide quality assurance to research related actions proposed in the subsector matrices.

Figure 4 – Lead coordination and reporting agencies of the SAP

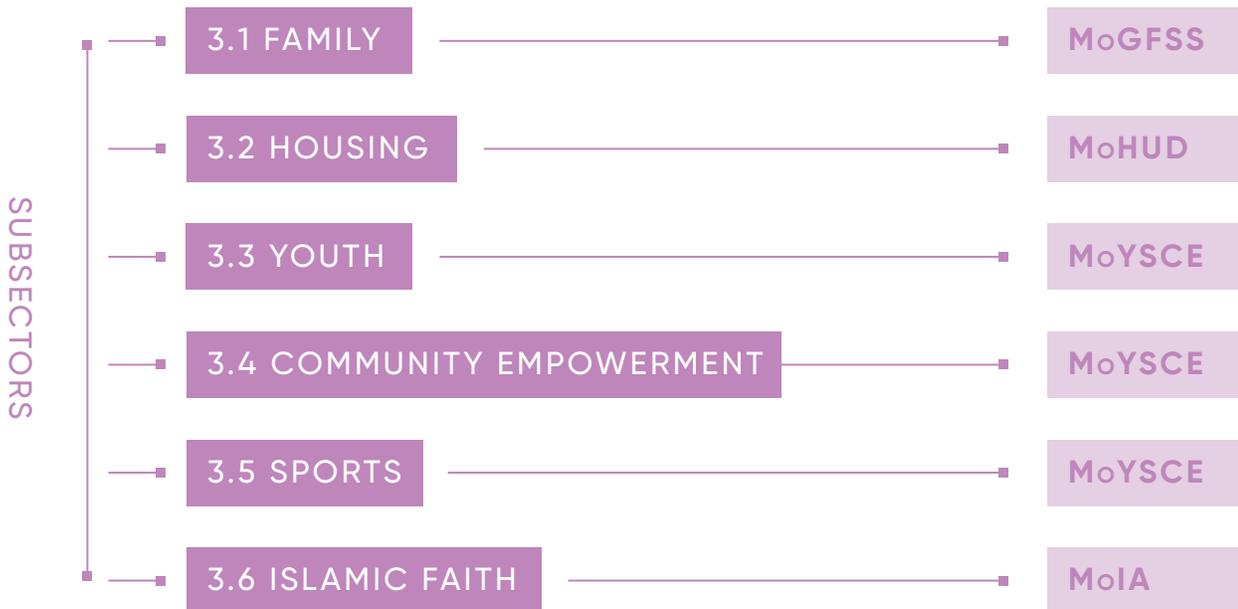




2. CARING STATE



3. DIGNIFIED FAMILIES





4. JAZEERA DHIRIULHUN





5. GOOD GOVERNANCE



MONITORING AND DOCUMENTING LESSONS OF THE SAP

The SAP will be monitored mainly at the subsector level. Each subsector has a results matrix which will be the main monitoring tool of the SAP. The subsector will be monitored against two measures:

- At action level, implementation will be monitored against the timeline provided.
- At policy level, implementation will be monitored against the targets in the subsector.

Quarterly Working Group meetings – documenting lessons and progress. The three SAP Working Groups will meet separately three times a year (March, June & September). The purpose of the working group is to meet and discuss progress on the subsectors, discuss challenges and cross-sectoral solutions and build cross-sectoral coordination in the implementation of the SAP. The Working Group chairs can be rotated. At each working group, a subsector will be selected for review. This review will be done by the lead coordination and reporting agency with support from the academia group and NGO network members as a case study. The case study will be presented in the consecutive working group meeting. The case study can focus on selected policies or a policy of a selected subsector. The academia group and NGO network members will participate in the working group meetings.

Annual reporting of the SAP

For each subsector an annual progress report will be prepared. The subsector reporting will provide status update on the implementation of actions and progress made towards the targets under each policy. The annual progress report of the whole SAP will be compiled by the Policy Office of the President's Office and will include snapshot progress of all subsectors. The report will have a section on the NGO network feedback and case

studies prepared by the academia group. The lead coordination and reporting agencies are required to submit the report by 15th of October each year. The SAP annual progress report will be published on 11 November every year.

Evaluation of the SAP implementation

To drive the overall effectiveness of the government's development agenda and to promote achievement of results, it is proposed that an independent mid-term review and final evaluation of the SAP be carried out. This exercise will be carried out with technical support from multilateral development agencies such as the UN. The mid-term review is scheduled for mid 2021 and final evaluation by mid 2023. The evaluation will mainly focus on effectiveness and lessons of the policies implemented under each subsector.

FINANCING THE SAP

Domestic resource mobilization - budgeting

In 2017, the Ministry of Finance introduced changes to the national budgeting process. Implementing agencies are requested to produce (1) Baseline estimates (budget for ongoing functions and programmes - based on a budget ceiling established by MoF¹) and (2) provide proposals with budgets for new projects and programs for the period 2018–2020, known as New Policy Initiatives (NPIs) which will be consolidated into the Medium Term Fiscal Framework. The NPI presents an opportunity for the Government to align and prioritize budget allocations to national policy priorities outlined in the SAP. The next budget circular will therefore request implementing agencies to explicitly demonstrate linkages between the NPI proposal and the results matrices in the SAP. This is one of the key approaches that will ensure the effective implementation of the SAP.

External resource mobilization

The SAP opens new opportunities for the Government of Maldives to improve the alignment of external assistance to national priorities in line with the Paris Declaration. Furthermore, the SAP priorities provides guidance on the priorities for the Maldives in relation to the United Nations 2030 Agenda and the Sustainable Development Goals (SDGs). The SAP will therefore be used a tool for improving aid coordination and in leveraging external assistance which will complement domestic resources to finance the SAP.

¹ Mainly estimated based on the previous year's budget allocations



Blue Economy

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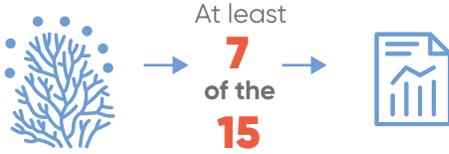
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BLUE ECONOMY

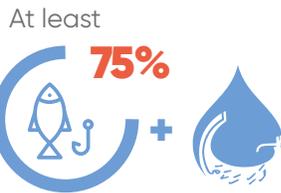
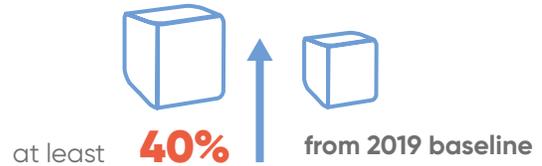
Fisheries & Marine Resources

By 2023



designated National Coral Reef Monitoring sites are monitored and status of coral reef ecosystem published annually

Increase and sustain ice production capacity to



of fishery businesses benefited from Fahi Hakatha – scheme for administering diesel duty exemption



Agriculture

By 2023



IPM Guidelines are fully implemented in at least **50** agricultural islands

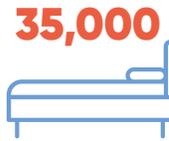


By 2023

Tourist arrivals from markets such as (Russia, India, Middle East, China) and other new markets increased by

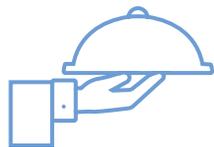


20%
compared to
2018 levels



35,000
new tourism beds
are delivered

Rashu website
is operational in



At least
30,000
benefited from the
Tourism Training Fund



50%
of islands with
guesthouse facilities

By 2021



of SDFC loan
portfolio
is allocated to



Women

Youth

PWDs

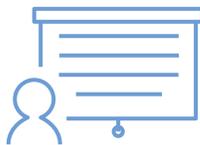
By 2022



a common SME definition is
institutionalised at national
level by all organisations

By 2023

60%



of registered SMEs
have received a
business-related
training

At least
50 SMEs



adopted
green SME initiatives



a cost-effective and
suitable payment gateway
exists for SMEs to do
business internationally

Labour, Employment & Migration



By 2020
minimum wage
is implemented



By 2023
occupational health and safety
standards are systematically
monitored in fisheries, health,
construction and tourism sectors

By 2023

At least
10,000
people



benefited from
the employment
support services
at the job centres

By 2023



at least
250
employers



provide flexible working
arrangements for Persons With
Disabilities

By 2023

irregular expatriate
workers reduced by

at least
33%



compare to 2018 levels

Economic Diversification

By 2022 onwards

25% reduction in time spent for
processing **import and
export transactions** from
2018 levels



By 2023

80% of **business services**
provided from the Ministry of
Economic Development are
available online

By 2022 at least

**2 Investment Promotion and
Protection Agreements** are
implemented with 2 partners



By 2022

**Gulhifalhu Port is fully completed
and operational**

By 2023

Velana International Airport is ranked
as one of the **top airports** in **South Asia**



By 2023

Fully established and functioning light
industrial, **manufacturing zones in
2 locations of the country**

By 2023

Income tax is collected in the Maldives





BLUE ECONOMY

The economy and well-being of the Maldives is tied to the health and wealth of the natural environment, primarily the ocean. The largest contributors to the economy, tourism and fisheries sectors are highly dependent on the wellbeing of the ocean, coral reefs, beaches and marine life.

The blue economy sector consists of six subsectors; (i) Fisheries & Marine Resources, (ii) Agriculture, (iii) Tourism, (iv) SMEs, (v) Labour, Employment & Migration, and (vi) Economic Diversification. The following provides a summary of the key challenges and policy priorities for each of the associated subsectors.

1.1 FISHERIES & MARINE RESOURCES

Fishing is a primary economic activity in nearly all inhabited islands, the largest source of employment in local communities, and the main exporter of physical products. Constraints in developing the sector include enforcing fisheries regulations, data gaps on stock, catch, and processing among others, challenges in accessing premium markets, limited value-addition, and limited reliance on scientific evidence to enable sustainability and diversity of fish stocks. About 50 per cent of the current skipjack catch is presently exported to Thailand for processing, and most yellowfin exports are to limited markets. While there are concerns on the Indian Ocean yellowfin stock, there is scope for expanding the skipjack catch. Reef-based fisheries have expanded over the years to cater to increased demands from export and local tourism market.

In the area of aquaculture, limited access to finance, lack of demonstration of economically viable aquaculture, lack of attractive financing packages available for investors, and long duration for and riskier financial returns compared to other potential economic sectors. As a result, interested small to medium businesses and individuals are unable to begin aquaculture businesses. There are environmental concerns regarding aquaculture (especially mariculture) development, because of an absence of a stringent regulatory framework and guidance for use of chemicals in aquaculture, absence of monitoring and control on the import and use of chemicals in the sector.

The fisheries and marine resources subsector aims to address these challenges through development of fishery management capacity, protection of marine ecosystems, development of aquaculture industry to diversify the fisheries sector and reduction of dependency on wild stocks while increasing profitability of fishery activities through technology support, access to finance, and increasing value addition of fish and fishery products. Additionally, institutional capacity needs to be strengthened along with fostering international and multi-sectoral partnerships within the subsector and enhancing the role of education, research and technology in developing and promoting the fisheries and aquaculture sectors.

Policy 1: Ensure all types of fishery are developed sustainably, incorporating modern fishery management principles and approaches

Targets:

Target 1.1: By 2023, at least 4 fishery management plans are implemented

Target 1.2: By 2023, MMRI has produced at least 3 scientific reviews of key fisheries that would feed into formulation of the management plans

Target 1.3: By 2023, the number of licensed vessels with VMS system increased by at least 25% compared to 2018 levels

Target 1.4: By 2023, at least 10 targeted training programs on food security and food safety related matters are conducted

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.1: Improve fisheries policy, legislative and management frameworks to align with international standards, best practices and obligations	Action 1.1a: Review and ratify the Fisheries law	●					MoFMRA	AGO, PO, MoED, MMRI, MoEn
	Action 1.1b: Review and revise the existing regulatory framework for fisheries management and aquaculture <i>[To be coordinated and implemented with Action 1.1c of Environmental Protection & Preservation subsector matrix]</i>	●	●	●	●	●	MoFMRA	MCS, LGA, MMRI, AGO, MoT, MoEn, EPA
	Action 1.1c: Review and revise the existing regulation on marine scientific research		●				MoFMRA	EPA, MoEn, MMRI, AGO
	Action 1.1d: Review and revise the existing Grouper Management Plan and the existing Bait-Fishery Management Plan		●	●	●		MMRI	LGA, MCS, MoFMRA, MoEn, EPA
	Action 1.1e: Develop Management Plans for Tuna Fisheries, Reef Fisheries, Billfish Fishery, Sea Cucumber, Recreational Fishery, Marine Aquarium Fishery and Diamondback Squid Fishery	●		●			MMRI	MoFMRA, EPA, MoEn

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.2: Improve data collection and management on biological, ecological, and socio-economic aspects of fisheries to support evidence-based policymaking	Action 1.2a: Implement nationwide biological studies, size sampling, and monitoring programmes for oceanic fishery resources	●	●	●	●	●	MMRI	MoFMRA
	Action 1.2b: Study the spatio-temporal and exploitation patterns in reef and bait fisheries	●	●	●	●	●	MMRI	MoFMRA, MoEn
	Action 1.2c: Review, revise and implement the Reef-Based Fisheries Sampling Programmes across the country	●	●	●	●	●	MMRI	MoFMRA
	Action 1.2d: Incorporate Marine Aquarium Fishery sampling and survey data collection into the Fisheries Information System (FIS) <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>		●	●	●	●	MoFMRA	NDC, MMRI, MoCST, CTO
	Action 1.2e: Provide support to fishery data collection, sampling and information dissemination work by assigning Fisheries Extension Officers in key fishing regions <i>[To be coordinated and implemented with Action 2.1c of Decentralisation subsector matrix]</i>	●	●	●	●	●	MoFMRA	LGA, Local Councils, MMRI, CSC, MoF
	Action 1.2f: Strengthen and increase logbook data coverage for commercial fisheries	●	●	●	●	●	MMRI	MoFMRA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.3: Enhance monitoring, control and surveillance of fisheries to comply with national and international instruments and market requirements	Action 1.3a: Revamp the existing Vessel Monitoring System (VMS) for full-scale implementation of VMS for licensed fishing vessels <i>[To be coordinated and implemented with Action 2.3b ICT subsector matrix]</i>	●	●	●	●	●	MoFMRA	NDC, MoCST, CTO, MNDF
	Action 1.3b: Introduce and implement electronic monitoring (e-observer systems) as an alternative for human observers <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>	●	●	●	●	●	MoFMRA	NDC, MoCST, CTO
	Action 1.3c: Introduce and implement electronic catch effort reporting for key commercial fisheries <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>		●	●	●	●	MoFMRA	MMRI, NDC, MoCST, CTO
	Action 1.3d: Train and assign officers from relevant enforcement authorities to monitor compliance with existing regulations		●	●			MoFMRA	MMRI, MCS, MNDF, PSTI, MPS
	Action 1.3e: Implement the National Plan of Action on Illegal, Unregulated and Unreported Fishing	●	●	●	●	●	MoFMRA	MNDF, MCS, EPA, MPS
	Action 1.3f: Enhance the existing fishery licensing system to allow the Ministry to keep a comprehensive record of fishing fleets, processors and exporters within the fisheries and aquaculture sectors <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>		●	●	●	●	MoFMRA	MTA, MoTCA, NDC, CTO, MoCST
Strategy 1.4: Ensure the quality and safety of the Maldivian fishery products	Action 1.4a: Formulate and implement a national framework for traceability and quality assurance, across the value chain		●	●			MoFMRA	MIFCO, STO, Fishermen's Association, MFDA, Industry
	Action 1.4b: Conduct training programmes on quality inspection, food hygiene and safety, and good manufacturing practices of fish and fishery products, with a specific focus on small and medium scale fish producers <i>[To be coordinated and implemented with Action 1.1i of Health subsector matrix]</i>	●	●	●	●	●	MoFMRA	MFDA, HPA, PSTI, MoED, MoH
	Action 1.4c: Conduct training on Hazard Analysis Critical Control Points (HACCP)		●			●	MoFMRA	MFDA, HPA, MoH, PSTI

Policy 2: Ensure the integrity and well-being of the marine ecosystems

Targets:

Target 2.1: By 2023, at least 7 of the 15 designated National Coral Reef Monitoring sites are monitored and status of coral reef ecosystems are published annually

Target 2.2: By 2023, at least 1 pilot coral reef rehabilitation programme at a selected site is established by MMRI based on findings of recruitment and connectivity studies

Target 2.3: By 2023, the initial shark abundance assessment findings are published

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Expand reef health assessment, rehabilitation and restoration [M56]	Action 2.1a: Continue monitoring the overall reef health through implementation of the National Coral Reef Monitoring Framework <i>[To be coordinated and implemented with Action 2.4a and 3.1a of Environmental Protection & Preservation subsector matrix]</i>		●	●	●	●	MMRI	MoEn, EPA, MoFMRA
	Action 2.1b: Carry out settlement and/or recruitment studies of corals to better understand where restoration and rehabilitation efforts could be maximised		●		●		MMRI	MoFMRA, MoEn
	Action 2.1c: Establish a coral nursery as part of the coral rehabilitation efforts, as a repository of corals and other species		●	●	●	●	MMRI	Resorts, NGOs, MoT, MoFMRA, MoEn
	Action 2.1d: Collate and manage all reef health data collected through the existing centralised database <i>[To be coordinated and implemented with Action 2.3b ICT subsector matrix]</i>	●	●	●	●	●	MMRI	MoFMRA, MoEn, IUCN, NDC, CTO
	Action 2.1e: Establish a mechanism for coral reef rehabilitation and close off specific dive and surf spots, and fish aggregation sites until they are restored [MM2.1.9] <i>[To be coordinated and implemented with Action 2.4c of Environmental Protection & Preservation subsector matrix]</i>	●	●	●			MMRI	EPA MoEn, MoFMRA
Strategy 2.2: Increase research on Endangered, Threatened and Protected (ETP) species and species of special interest	Action 2.2a: Conduct studies on shark abundance, depredation and behaviour <i>[To be coordinated and implemented with Action 3.1e of Environmental Protection & Preservation subsector matrix]</i>		●	●	●	●	MMRI	MoFMRA, MoT, Resorts, MoEn

Policy 3: Strengthen institutional capacity and foster international and multi-sectoral partnerships

Targets:

Target 3.1: By 2023, at least 2 new training programmes exist on marine resource management

Target 3.2: By 2020, MMRI has at least 2 new partnerships with international collaborators

Target 3.3: By 2023, MMRI has held at least 2 Marine Science Symposia

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Improve human resource development of the fisheries sector	Action 3.1a: Coordinate with MoHE, TVETA and MNU to increase technical capacity on marine resource management <i>[To be coordinated and implemented with Action 7.1a of Higher Education subsector matrix]</i>	●	●	●	●	●	MoFMRA	MoHE, TVETA, MNU, MMRI, PSTI
Strategy 3.2: Enhance infrastructural capacity of MMRI	Action 3.2a: Establish a laboratory complex in MMRI premises where fisheries, agriculture and marine research services are provided under a single entity		●	●	●		MMRI	MoFMRA, MoF, MoNPI
Strategy 3.3: Foster international and multi-sectoral partnerships	Action 3.3a: Engage with Indian Ocean Tuna Commission (IOTC) to amplify concerns of Maldives and/or coastal states, in development of harvest strategies for key IOTC species	●	●	●	●	●	MoFMRA	MSPEA, IOTC
	Action 3.3b: Lead G16 Coastal States in negotiations of allocation of fishing opportunities for IOTC species	●	●	●	●	●	MoFMRA	MoFA
	Action 3.3c: Conduct Cetacean Symposium in 2020		●				MoFMRA	MMRI, MoFA, MoF, MoEn
	Action 3.3d: Conduct Maldives Marine Science Symposium		●		●		MoFMRA	

Policy 4: Promote employment in fishery and marine resource sector**Targets:**

Target 4.1: By 2023, at least 20 targeted training programs conducted for school children across the country

Target 4.2: By 2023, at least 5 targeted training events conducted for disadvantaged groups in fishing communities

Target 4.3: By 2023, at least 75 fishery-based SMEs received training on financial management and entrepreneurship development

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Promote and encourage youth participation in the fishery sector [M60, 68]	Action 4.1a: Conduct Marine Science Camp and school awareness programs on a regular basis [MM7.4.1]	●	●	●	●	●	MoFMRA	MMRI, MoE
	Action 4.1b: Conduct training programs on longline, diamondback squid fishing, and yellowfin quality improvement		●	●	●	●	MoFMRA	MIFCO, MMRI, MoYSCE
	Action 4.1c: Coordinate with National Career Guidance Centre (NCGC) to provide career guidance focusing on fishery sector [To be coordinated and implemented with Action 1.6a of Higher Education subsector matrix]	●	●	●	●	●	MoFMRA	MMRI, MoYSCE, MoHE, NCGC, Higher Secondary Schools
Strategy 4.2: Promote the inclusion of disadvantaged groups in fishing communities (i.e.: women, youth, and PWDs) at all stages of the value-chain in the fishery sector [MM4.4.2]	Action 4.2a: Conduct advocacy campaigns in selected fishing communities on inclusivity within the sector			●	●	●	MoFMRA	MMRI, BC, MoED, MoGFSS, MAPD, NGOs
	Action 4.2b: Conduct training programs focusing on post-harvesting and trading activities for women and PWDs		●		●	●	MoFMRA	MoED, MMRI, BC, MoGFSS, NGOs
	Action 4.2c: Strengthen institutional support for women and PWDs to provide better access to market information, and use of FinTech and digital banking to enhance economic empowerment [M59] [To be coordinated and implemented with Action 4.3a & 4.3b of ICT subsector matrix]		●	●	●	●	MoFMRA	MoED, MoGFSS, MMA, CTO, BC, NDC

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.3: Facilitate the implementation of mentoring and entrepreneurship programs that can effectively turn subsistence fishing and fishery production into profitable and sustainable ventures [M60]	Action 4.3a: Coordinate with BCs and conduct trainings in small fishery business management <i>[To be coordinated and implemented with Action 2.1a of SMEs subsector matrix]</i>		●	●	●	●	MoFMRA	MoED, BC
	Action 4.3b: Conduct trainings for SMEs within the fisheries sector, on the importance and the techniques of sound financial management, bookkeeping, and establishing credit worthiness <i>[To be coordinated and implemented with Action 1.1d & 2.1a of SMEs subsector matrix]</i>			●	●	●	●	MoFMRA
Strategy 4.4: Improve occupational health and safety standards for fishermen <i>[To be coordinated and implemented with Action 2.2d of Labour, Employment & Migration subsector matrix]</i>	Action 4.4a: Conduct workshops on managing risks during SCUBA diving for fishermen	●	●	●	●	●	MoFMRA	DAM, MNDF, Fishermen's Association, MoH, Higher Education Institutions
	Action 4.4b: Introduce measures to promote decent work standards consistent with international standards in the field of fishery	●	●	●	●	●	MoFMRA	ILO, MoED, Fishermen's Association
Strategy 4.5: Establish a Social Protection Platform for fishermen	Action 4.5a: Review and revise the Maldives Retirement Pension Scheme (MRPS) to facilitate participation of fishermen [MM7.6.1] <i>[To be coordinated and implemented with Action 1.3c of Social Protection subsector matrix]</i>		●	●	●	●	MPAO	MoF, MoFMRA
	Action 4.5b: Strengthen the implementation of 'Mas Dhoani' Account and use of 'Masveriya' Card [MM7.6.2, 7.6.3] <i>[To be coordinated and implemented with Action 3.4e of Economic Diversification subsector matrix]</i>		●	●	●	●	MoFMRA	BML, MoF

Policy 5: Increase profitability from fishery activities ('Hama Agu' Policy) [MM7.1]**Targets:**

Target 5.1: By 2023, an economic feasibility study exists for the establishment of live bait as a separate fishery

Target 5.2: By 2023, increase and sustain ice production capacity to at least 40% from 2019 baseline

Target 5.3: By 2023, at least 75% of fishery businesses benefited from 'Fahi Hakatha' – scheme for administering diesel duty exemption

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Establish bait fishery as a separate fishery [MM7.3.1]	Action 5.1a: Assess and review economic and technical feasibility for converting live bait fishery to an independent live bait fishery sector and establishment of live bait stocking systems			●	●	●	MMRI	MoFMRA
Strategy 5.2: Promote and facilitate access to technologies and techniques to increase profitability, improve catch quality, and reduce postharvest losses [MM7.4.2]	Action 5.2a: Strengthen the implementation of 'Kandufalhuge Nafaa' loan scheme to establish ice plants in RUCs and SRUCs [To be coordinated and implemented with Action 2.2a of SME subsector matrix]	●	●	●	●	●	MoFMRA	BML, SDFC, MoED, MoNPI
	Action 5.2b: Strengthen the implementation of 'Kandufalhuge Nafaa' loan scheme to establish Refrigerated Sea Water (RSW) systems on board fishing vessels [MM7.3.3] [To be coordinated and implemented with Action 2.2a of SME subsector matrix]	●	●	●	●	●	MoFMRA	BML, SDFC, MoED
	Action 5.2c: Strengthen the implementation of 'Kandufalhuge Nafaa' loan scheme to facilitate use of bird radars on pole-and-line and/or hand line fishing vessels [To be coordinated and implemented with Action 2.2a of SME subsector matrix]	●	●	●	●	●	MoFMRA	BML, SDFC, MoF, MoED
	Action 5.2d: Facilitate the design and build of next generation 'Masdhoani' through finance schemes [MM7.2.4]		●	●			MoFMRA	MoED, MMA, BML, MoF
	Action 5.2e: Discontinue subsidies and incentives for unsustainable fisheries [To be coordinated and implemented with Action 2.2h of Environmental Protection & Preservation subsector matrix]	●	●	●	●	●	MoFMRA	MoEn

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.3: Support the establishment of improved infrastructures and public services for fishermen and related stakeholders	Action 5.3a: Launch and implement 'Fahi Hakatha' to improve access to fuel and lower operational costs [M62, MM7.2.3]	●	●	●	●	●	MoFMRA	MIFCO, MoF, MoED, STO
	Action 5.3b: Deploy and maintain Fish Aggregating Devices (FADs) in different locations, in line with the National Spatial Plan	●	●	●	●	●	MoFMRA	MoF
	Action 5.3c: Explore Public Private Partnership (PPP) schemes to enable establishment of offshore fisheries platforms [M63, MM7.2.3]		●	●			MoFMRA	MoED, MTA, MCS, MNDF, MPS
	Action 5.3d: Review and revise the regulatory framework to facilitate off-loading operations in foreign ports [M62]		●	●	●		MoFMRA	MTA, MCS, AGO
	Action 5.3e: Upgrade Male' City fish market to ensure better service quality and the availability of fish and seafood products [M49]		●	●	●		Male' City Council	MoNPI, MoFMRA
	Action 5.3f: Establish fish markets across the country, in line with the National Spatial Plan [MM7.4.3]		●	●	●	●	Local Councils	MoNPI, MoFMRA
	Action 5.3g: Establish ice plants in accessible locations within the most commonly utilised fishing grounds [MM7.3.4]		●	●	●	●	MoFMRA	Local Council, MMRI, MoNPI
Strategy 5.4: Promote Maldivian fishery and fishery products to improve market access and stimulate greater profit margins [M58]	Action 5.4a: Conduct programmes and projects in coordination with the industry and related stakeholders to maintain Marine Stewardship Council (MSC) Certification of the Maldives Fisheries, and facilitate certification to other segments	●	●	●	●	●	MoFMRA	MSPEA, Industry, MMRI
	Action 5.4b: Promote Maldivian fish and fishery products to international markets [A19] [To be coordinated and implemented with Strategy 3.1 of Foreign Affairs subsector matrix]	●	●	●	●	●	MoFMRA	MFDA, HPA, MoFA, MoED
Strategy 5.5: Investigate, identify and facilitate the use of underdeveloped or unexploited fisheries resources	Action 5.5a: Conduct exploratory surveys on oceanic resources			●			MoFMRA	MoED, MoEn, MMRI
	Action 5.5b: Facilitate financial mechanisms that can effectively stimulate private and foreign investments in explorative oceanic fisheries activities		●		●	●	MoFMRA	MoED, MoFA

Policy 6: Promote value-addition of fish and fishery products**Targets:**

Target 6.1: By 2021, value-adding facilities established, and new value addition of fish and fishery products piloted in at least 5 RUCs in line with the National Spatial Plan

Target 6.2: By 2023, at least MVR 50 million is disbursed as loans to small scale fishery businesses (SMEs)

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 6.1: Support the diversification of value-added fishery products in the islands, in order to foster new market opportunities	Action 6.1a: Implement the amended licensing regulation on filtered smoke and carbon monoxide (CO) treated fish and fishery product	●	●				MoFMRA	MFDA, MoED, AGO, Industry
	Action 6.1b: Establish small-scale value-added fish processing facilities in selected islands in line with National Spatial Plan [M64]		●	●			MoFMRA	MoED, Local Councils, LGA, MoF, MoNPI
	Action 6.1c: Implement an import duty exemption scheme for fisheries projects aimed at improving value-addition, including items imported for vessel development [MM7.3.2]	●	●	●	●	●	MoFMRA	MCS, MoF, MoED, Industry
	Action 6.1d: Revoke the exclusive arrangements made with limited companies for purchase of skipjack tuna, to open up skipjack tuna processing sector for new investments	●	●	●			MoFMRA	AGO, MoED, Industry, MoF, STO, MIFCO
	Action 6.1e: Provide access to SME loan schemes specific to value addition of fishery and fishery products, with a specific focus on women entrepreneurs [MM7.6.4] <i>[To be coordinated and implemented with Action 2.2a of SME subsector matrix]</i>		●	●	●		MoFMRA	SDFC, MoED
Strategy 6.2: Strengthen the role of fisheries cooperatives/ Value Chain Companies (VCCOs) by linking-up fishermen with other value-chain stakeholders, to foster profitability	Action 6.2a: Facilitate the development of forward contracts between the markets and SMEs with a focus on women led businesses <i>[To be coordinated and implemented with Action 2.2a of SME subsector matrix]</i>		●	●	●	●	MoFMRA	MoED, BC

Policy 7: Develop aquaculture industry to diversify the fisheries sector and reduce dependency on wild stocks

Targets:

Target 7.1: By 2023, a multi-species hatchery exists with capacity to cater to at least 50 grow-out farmers

Target 7.2: By 2023, at least 3 accredited training courses on aquaculture offered at Maniyafushi Training and Demonstration Facility

Target 7.3: By 2020, the Aquatic Animal Health Laboratory is operational and with diagnostic services

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 7.1: Facilitate local engagement in aquaculture activities [M65, M66]	Action 7.1a: Operate a government-constructed and outsourced central multi-species hatchery to provide seed stock to parties interested in engaging in grow-out business and to produce and supply milkfish fingerlings to fishermen to partially replace live bait for pole and line tuna fishery			●	●	●	MoFMRA	MMRI, Industry
	Action 7.1b: Establish grouper and sea cucumber grow-out farms in island lagoons to provide productive gains for communities	●	●	●	●	●	MMRI	MoFMRA, Local Councils, MoED
	Action 7.1c: Facilitate solar powered pumps in mariculture hatcheries [M67] <i>[To be coordinated and implemented with Strategy 2.2 of Clean Energy subsector matrix]</i>				●	●	MMRI	MoFMRA, MoF, SDFC, MoEn
	Action 7.1d: Construct and operate mariculture hatcheries and demonstration farms in the North and South of the country to facilitate aquafarming in island lagoons and natural brackish water ponds to facilitate the dissemination of information and transfer of technology and to foster the development of the aquaculture sector	●	●	●	●	●	MMRI	MoFMRA
	Action 7.1e: Develop accredited basic and advanced mariculture courses for vocational training institutions			●	●	●	MMRI	MoFMRA, TVETA, MQA, MoHE
	Action 7.1f: Utilise Maniyafushi Training and Demonstration Facility to conduct training for stakeholders and showcase mariculture technologies		●	●	●	●	MMRI	MoFMRA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 7.2: Facilitate value chain development for mariculture products	Action 7.2a: Provide quality assurance training for mariculture entrepreneurs				●	●	MMRI	MoFMRA, MFDA
	Action 7.2b: Establish certification mechanisms for aquaculture commodities, in order to improve their marketing and increase profit margins				●	●	MMRI	MoFMRA, MFDA, HPA, MoED
	Action 7.2c: Facilitate buying agreements with resorts and traders for community mariculture entrepreneurs				●	●	MMRI	MoFMRA, Resorts, MoT
	Action 7.2d: Provide soft loans for mariculture entrepreneurs <i>[To be coordinated and implemented with Action 2.2a of SME subsector matrix]</i>			●	●	●	MMRI	MoFMRA, SDFC, MoED
Strategy 7.3: Provide aquatic animal health services to stakeholders of the aquaculture sub-sector, in order to sustain biosecurity and control the spread of aquatic diseases	Action 7.3a: Establish and operate an aquatic animal health laboratory	●	●	●	●	●	MMRI	MoFMRA
	Action 7.3b: Monitor aquatic animal health status of hatcheries and aquafarms	●	●	●	●	●	MMRI	MoFMRA
	Action 7.3c: Operate a national quarantine facility to facilitate safe importation of permitted live aquatic animals for aquaculture purposes	●	●	●	●	●	MMRI	MoFMRA, MCS, MoH
Strategy 7.4: Ensure environmental health and biosecurity in aquaculture development	Action 7.4a: Review and revise the existing Aquaculture Development Plan and aquatic animal health strategy and ensure that all aspects of aquaculture development are addressed in the planning and development processes		●	●			MMRI	MoFMRA
	Action 7.4b: Introduce subsidies for conservation friendly fisheries <i>[To be coordinated and implemented with Action 2.2k of Environmental Protection & Preservation subsector matrix]</i>		●	●	●	●	MoFMRA	MoEn, MoF

Policy 8: Strengthen the role of education, research and technology in development and promotion of the fisheries and aquaculture sectors

Targets:

Target 8.1: By 2022, Catalogue of Fishes of the Maldives is updated and published

Target 8.2: By 2020, a web-enabled database to manage and monitor research permits is implemented

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 8.1: Facilitate inclusion of fisheries and aquaculture related modules into the national curricular, in order to raise awareness, knowledge and capacities of younger generations towards the fisheries sector	Action 8.1a: Facilitate to improve the existing curriculum for Marine Science <i>[To be coordinated and implemented with Strategy 2.1 of Education subsector matrix]</i>				●	●	MoFMRA	MoE, NIE, MMRI
	Action 8.1b: Collaborate with national and international institutes to develop and improve fisheries and marine science education		●	●			MMRI	MoFMRA, MoE, NIE
Strategy 8.2: Address the challenges and opportunities of the fisheries sector through education, research and innovation	Action 8.2a: Establish a repository of marine scientific and socio-economic research and traditional knowledge pertaining to the Maldives			●	●	●	MMRI	MoFMRA, MNU, MoE, NL
	Action 8.2b: Update and periodically publish a catalogue of living marine organisms in the Maldives			●	●	●	MMRI	MoFMRA
Strategy 8.3: Promote and monitor the conduct of marine scientific research by private and public parties	Action 8.3a: Develop a web-portal to maintain information on research application for effective monitoring <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>		●				MoFMRA	MMRI, NDC, MoCST, CTO

1. 2 AGRICULTURE

There are many constraints holding back the agriculture sector from reaching its full potential. This includes a lack of capacity such as, insufficient technical skills and poor institutional capacity and legal framework for promoting sustainable agriculture, weak policy implementation, weak quarantine, veterinary, and laboratory facilities, lack of appropriate infrastructure for agricultural value chains (storage, transportation, market, electricity, quality water etc.), lack of farmers' organisations, and inadequate availability of market information and lack of opportunities for women in leadership roles in the sector. This results in unsafe food production, degradation of ecosystems, abuse of or, inefficient use of resources, and increased pest and disease damage in agricultural systems.

The aforementioned challenges are addressed through several policy interventions. This includes strengthening agricultural value chains and productive capacity of farmers, increasing the role of agriculture in achieving food safety and food security, mainstreaming sustainable agricultural practices, and strengthening institutional coordination, policy and regulatory framework and the availability of data for the development of overall subsector.

Policy 1: Ensure that the competitiveness of the agriculture sector is promoted, improved and sustained, in both domestic and foreign markets

Targets:

Target 1.1: By 2023, 01 Agricultural Market established in Greater Male' Region; 02 Regional Agricultural Markets established; and Agri-boat operational in 03 regions covering 07 atolls

Target 1.2: By 2023, at least 1,500 farmers & 10 agricultural enterprises including 300 women benefited from the loan scheme

Target 1.3: By 2023, 02 Agri-centres will be developed; 04 Commercial Poultry Farms, 03 Commercial Goat Farms and 10 agri-farms are operational

Target 1.4: By 2023, 20 Commercial Farms are M-GAP Certified

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Develop market infrastructure and linkages for local agricultural produce	Action 1.1a: Develop 2 regional markets in N. Manadhoo and G.Dh. Thinadhoo			●	●	●	MoFMRA	MoNPI, LGA, Local Councils
	Action 1.1b: Establish a new market facility in Greater Male' region		●	●			MoFMRA	Male' City Council, MoNPI, LGA
	Action 1.1c: Establish a mobile marketing and haulage ferry service "Agri-Boat" to link producers to markets [M76, A19] <i>[To be coordinated and implemented with Policy 2.1e of Transport Network subsector matrix]</i>			●	●		MoFMRA	MoED, MoNPI, MoTCA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.2: Increase institutional and technical support in the development of agribusinesses	Action 1.2a: Provide technical and financial support to existing Farmer Community Based Producer Organisations (CBPOs)	●	●		●	●	MoFMRA	SDFC, Local Councils, LGA
	Action 1.2b: Establish a National Agricultural SOE – Maldives Agriculture Corporation [M76]		●				MoFMRA	MoED, MoF
	Action 1.2c: Introduce new and adoptive post-harvest technologies to process local mango, coconut, papaya, and chili	●	●	●	●	●	MoFMRA	
	Action 1.2d: Implement tax reduction mechanisms for agricultural inputs [A19]	●		●			MoFMRA	MoED, MCS, MoF
	Action 1.2e: Coordinate with SDFC to facilitate a credit scheme targeting agricultural enterprises <i>[To be coordinated and implemented with Strategy 2.2 & 2.3 of SME subsector matrix]</i>	●	●	●	●	●	MoFMRA	SDFC, MoED
	Action 1.2f: Design and implement a loan program through SDFC with a specific focus on women farmers [M72] <i>[To be coordinated and implemented with Strategy 2.2 of SME subsector matrix]</i>	●	●	●	●	●	MoFMRA	SDFC, MoED
	Action 1.2g: Provide agricultural entrepreneurship programs at community level with a specific focus on women [M73]		●	●	●	●	MoFMRA	SDFC, MoGFSS
Strategy 1.3: Establish medium scale production facilities in selected regions and identify crops and animals for value addition	Action 1.3a: Coordinate with BC and BCC to develop Agri-Centres to technically and financially support medium to small scale producers in selected RUCs [A19]		●				MoFMRA	MoED, MoNPI, LGA, SDFC
	Action 1.3b: Develop commercial poultry and animal farming in selected islands in line with the National Spatial Plan [M78]		●	●	●	●	MoFMRA	Local Councils, LGA
	Action 1.3c: Develop agri-farms (in nearby uninhabited islands) with production infrastructure in selected regions [M74]			●	●	●	MoFMRA	Local Council, LGA
Strategy 1.4: Integrate Good Agricultural Practice (GAP) standards into the legal framework and support farmers (commercial and subsistence) in GAP certification	Action 1.4a: Introduce and enforce M-GAP certification for commercial agricultural producers and small-scale farmers, to improve the standards of production and quality of produce [M71] <i>[To be coordinated and implemented with Action 1.1j of Health subsector results matrix]</i>	●	●	●	●	●	MoFMRA	Local Councils, MFDA, AGO

Policy 2: Ensure that the agricultural sector significantly increases its contribution to food security and safety

Targets:

Target 2.1: By 2023, at least 02 Urban Gardening Plots (ready for commercial sale) established in each population hub

Target 2.2: By 2023, training programs coupled with inputs assistance (cuttings and seedlings) conducted for 20 islands

Target 2.3: By 2023, 40 potential major agricultural islands receive planting materials and necessary training to grow selected crops focused on import substitution

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Improve livelihoods through development of urban agricultural models for edible crops and aesthetic plants (flowering, medicinal, and aromatic plants) <i>[To be coordinated and implemented with Action 1.7b of Resilient Communities subsector matrix]</i>	Action 2.1a: Establish and pilot 'urban gardening models' in 2 RUCs		●		●		MoFMRA	MoNPI, Local Councils, LGA
Strategy 2.2: Increase production of traditional crops to ensure nutrition safety of communities	Action 2.2a: Encourage the sourcing and cultivation of traditionally grown high nutritional value varieties of fruits and vegetables to farming islands to increase production, and promote use of locally grown produce [M77]		●	●	●	●	MoFMRA	Local Councils, LGA
Strategy 2.3: Increase production of identified crops for self-sufficiency and reduction of imports	Action 2.3a: Facilitate interventions to increase cultivation of 5 major agricultural crops that has potential for production and has high import volumes [M77]		●	●	●	●	MoFMRA	Local Councils, LGA, MCS
	Action 2.3b: Review and revise the import policy to alleviate farmer production costs to create a balanced competitive market environment [M77]		●	●	●	●	MoFMRA	MoED, MCS

Policy 3: Mainstream climate smart and sustainable agricultural practices**Targets:**

Target 3.1: By 2023, IPM Guidelines are fully implemented in at least 50 agricultural islands

Target 3.2: By 2023, 50 islands received training in homebased hydroponics systems and sustainable irrigation technologies

Target 3.3: By 2023, 05 Coconut based Agroforestry systems will be developed and modelled in Agricultural Centres

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Reduce economic and ecological wastage from agricultural practices by introducing climate-smart modern agricultural technologies	Action 3.1a: Enforce Integrated Pest Management (IPM) practices in agricultural systems		●	●	●	●	MoFMRA	AGO, LGA
	Action 3.1b: Develop suitable agricultural composting systems		●	●			MoFMRA	MoEn, AGO, People's Majlis
	Action 3.1c: Introduce new technologies to combat crop and animal pests and diseases		●	●	●	●	MoFMRA	MoEn
	Action 3.1d: Establish home-based hydroponics systems in selected islands [M70, A19]	●	●	●	●	●	MoFMRA	Local Councils, LGA
Strategy 3.2: Introduce agroforestry practices to agricultural systems	Action 3.2a: Develop Agroforestry systems in selected islands to promote a sustainable agricultural economic model – coconut-based agroforestry systems <i>[To be coordinated and implemented with Action 2.7p of Environmental Protection & Preservation and Action 1.7e of Resilient Community of subsector matrices]</i>		●	●	●	●	MoFMRA	Local Councils, LGA, MoEn, EPA, MNU

Policy 4: Ensure that meaningful partnership opportunities are fostered with stakeholder institutions, in order to improve capacity and access to relevant data and mobilisation of resources

Targets:

Target 4.1: By 2023, the national agriculture sensitisation campaign is implemented

Target 4.2: By 2023, at least 150 people are trained with MQA certification in agriculture to support agriculture extension at island level

Target 4.3: By 2023, at least 2,000 farmers benefited from agriculture extension support services from 60 locations

Target 4.4: By 2023, at least 2 trained personnel provide veterinary services at national level, and 2 regional plant and animal quarantine facilities are operational

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Strengthen national agricultural data collection capacity	Action 4.1a: Review and revise the Agriculture Law to integrate agricultural statistical data collection		●				MoFMRA	NBS, MoNPI, AGO, People's Majilis
	Action 4.1b: Strengthen agricultural data collection mechanisms through ICT infrastructure, better coordination at national and local level, and increased capacity building <i>[To be coordinated and implemented with Action Policy 2.3b of ICT subsector matrix]</i>		●	●	●		MoFMRA	MoHE, PSTI, LGA, MoCST, Local Councils, NDC, NBS, CTO
Strategy 4.2: Enhance efficient use of resources for sustainable agriculture	Action 4.2a: Review and revise guidelines on land allocation and mapping of arable land	●	●	●	●	●	MoFMRA	MoNPI, AGO, LGA
	Action 4.2b: Increase efficiency of resource allocation through capacity building		●	●	●	●	MoFMRA	MoNPI, AGO, LGA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.3: Sensitise and build capacity of children and youth to the importance of agriculture to support overall social development and livelihoods	Action 4.3a: Incorporate agriculture as a core subject in the national school curriculum and integrate agricultural advocacy through school clubs		●	●			MoFMRA	MoE
	Action 4.3b: Develop and implement a National Agriculture Campaign to promote agriculture at all levels of the community		●	●	●	●	MoFMRA	MoYSCE, MoH, LGA, PSM
	Action 4.3c: Conduct MQA certified agricultural training programs through TVETA	●	●				MoFMRA	MoE, TVETA, MQA, PSTI
	Action 4.3d: Conduct agricultural training and internship programs through Agricultural Centres in selected islands [M73]	●	●	●	●	●	MoFMRA	Local Councils, LGA
Strategy 4.4: Strengthen technical capacity of Agricultural Officers and Island Councils	Action 4.4a: Train local officers in selected islands to support agricultural activities	●	●	●	●	●	MoFMRA	Local Councils, LGA, PSTI
Strategy 4.5: Strengthen agricultural research that feeds into development of extension systems	Action 4.5a: Conduct research specific to the Maldivian agricultural context to increase productivity and align with best practices	●	●	●	●	●	MoFMRA	Local Councils, LGA
	Action 4.5b: Develop extension materials to raise awareness and communicate the benefits of alternative technologies and their correct applications in agriculture	●	●	●	●	●	MoFMRA	Local Councils, LGA, MoEn
Strategy 4.6: Reduce dependency on expatriate labour, and empower and encourage local participation in agriculture	Action 4.6a: Improve enforcement of existing monitoring mechanisms to regulate expatriate labour involvement in local agriculture		●	●	●	●	MoFMRA	Immigration, AGO, Local Councils, LRA, MoED
	Action 4.6b: Implement divestment plans for existing expatriate workers to maximise local employment in the agriculture sector		●	●	●	●	MoFMRA	MoED, Immigration, AGO, Local Councils, LRA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.7: Improve national plant health and veterinary services	Action 4.7a: Strengthen the National Veterinary Services		●	●	●	●	MoFMRA	HPA, MFDA, AGO
	Action 4.7b: Strengthen infrastructural and technical capacity of the Plant and Animal Quarantine and Diagnostic Services	●	●	●			MoFMRA	MCS, MACL, MPL
	Action 4.7c: Establish regional plant and animal quarantine services		●	●			MoFMRA	MCS, MACL, MPL
	Action 4.7d: Strengthen capacity of National Plant Protection Organisation		●	●	●		MoFMRA	MCS, MoE

1.3 TOURISM

The economy derives its growth mainly from the tourism sector. Tourism receipts' contribution to the current account comprises of about 59 per cent of GDP. Despite expansion of supply of bed capacity, the Maldives has been able to maintain high occupancy rates and premium pricing¹. However, this superior market position is vulnerable. All goods required by the resorts are imported. This pattern is difficult to change due to the lack of economies of scale for local production and high transportation costs within the country. In addition, the percentage of Maldivians employed in tourist resorts remain low. The guesthouse sector is expanding rapidly and provides for better opportunities of access into the tourism industry for local communities. The tourism sector comes with its own set of challenges including waste management, land-use planning, limited use of green energy, and cultural views on tourism expansion in inhabited islands².

The tourism subsector has several key policy priorities to address these challenges. This includes consolidating the Maldivian tourism industry through maintaining its premium position in world

markets and penetrating new niche markets, expanding and diversifying existing tourism facilities and products to include new bed capacity, conference services, and sports and adventure tourism. Policy priorities at the same time focus on increasing the benefits of tourism for locals through increased local partnerships between hotels and local communities, matchmaking opportunities for marketing local products, and increasing the representation of Maldivians, particularly women in tourism related employment. The Government intends to address issues relating to employment rights through introduction of minimum wage, regulation of service charge, and strengthening labour rights. A key priority of the subsector is to expand the emerging guest house tourism sector in the Maldives.

¹An estimated 33 – 100 percent premium over similar accommodation in Fiji, Mauritius, Palau and Bali^{32F} IMF 2017. Maldives Staff Report for the 2017 Article IV Consultation

² Draws from Ministry of Tourism 2019. Stage 1 Situation Analysis (draft); Government of Maldives 2019. Statistical Yearbook of Maldives 2018; World Bank 2015. Maldives Systematic Country Diagnostic Identifying Opportunities and Constraints to Ending Poverty and Promoting Shared Prospe

Policy 1: Maintain Maldives' position in world markets

Targets:

Target 1.1: By 2023, tourist arrivals from markets such as Russia, India, Middle East, and China, and other new markets increased by 20% compared to 2018 levels

Target 1.2: By 2023, partnership agreements exist with at least 5 organisers of global sporting events and 5 environmental organisations

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Pursue effective promotion to harness untapped new markets	Action 1.1a: Conduct research into best practices on promotion and marketing in the tourism sector in collaboration with research institutes		●		●		MoT	MMPRC, MoHE, MNU
	Action 1.1b: Formulate and implement the marketing and promotion plan	●	●	●	●	●	MMPRC	MoT
	Action 1.1c: Increase funding for promotion and channel marketing resources to new and emerging sectors of tourism - guesthouses, liveboards [MM2.1.6] <i>[To be coordinated and implemented with Strategy 4.1 of SMEs subsector matrix]</i>	●	●	●	●	●	SDFC	MoT, MMPRC
Strategy 1.2: Deploy more innovative approaches in marketing and promotion	Action 1.2a: Utilise new age marketing tools for tourism promotion	●	●	●	●	●	MMPRC	MoT
	Action 1.2b: Promote sports and adventure tourism, MICE tourism, and ecotourism in the Maldives [MM2.1.7]	●	●	●	●	●	MMPRC	MoT
	Action 1.2c: Host a travel writer and bloggers retreat in the Maldives [MM2.1.7]	●	●	●	●	●	MMPRC	MoT, MoACH
	Action 1.2d: Counter the misinformation and emerging labels of high-risk and/or threats linked to Maldives, in order to promote the country as a safe destination <i>[To be coordinated and implemented with Action 3.1c of National Security and Public Safety subsector matrix]</i>	●	●	●	●	●	MoT	PO, MoFA MoD, MPS, NCTC, MMPRC

Policy 2: Diversify the tourism products offered by Maldives

Target:

Target 2.1: By 2023, 35,000 new tourism beds are delivered

Target 2.2: By 2023, at least 2 halal tourism-based products and/or facilities are available

Target 2.3: By 2023, at least 5 events of the following are held – international conference, international entertainment event and international sea sport festival

Target 2.4: By 2023, at least 3 marina and 1 cruise ship terminal are operational

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Introduce at least 35,000 new tourist beds within the next 5 years (including resorts, guesthouses) with a focus on balanced distribution of facilities across the country [MM2.1.10]	Action 2.1a: Establish and ensure the delivery of new tourist beds in line with the National Spatial Plan	●	●	●	●	●	MoT	MoNPI, MoF, MIRA
Strategy 2.2: Develop facilities to tap into the halal tourism market [M88]	Action 2.2a: Formulate policies, rules and regulations in line with Islamic principles to tap into the halal tourism market		●				MoT	MoIA, AGO
	Action 2.2b: Attract investors to develop halal tourism in the Maldives		●				MoT	MoED
	Action 2.2c: Identify a specific island for halal tourism and allocate at least one island for the purpose in the bidding process of tourism islands		●				MoT	MoF, MoNPI
	Action 2.2d: Facilitate an understanding between banks and MoED to introduce new Shari'a compliant finance schemes for the development of halal tourism [M88, MM2.1.5]			●	●			MoT
Strategy 2.3: Establish Maldives as a conference and events destination [MM2.1.7]	Action 2.3a: Organise and convene at least one international conference and international entertainment event every year	●	●	●	●	●	MoT	MMPRC
	Action 2.3b: Attract creative industry retreats that match the image of the Maldives						MoT	MoACH
	Action 2.3c: Ensure the development of Meetings, Incentives, Conferences and Exhibitions (MICE) tourism in line with National Spatial Plan	●					MoT	MoNPI, AGO, MoF, LGA, MMPRC

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.4: Establish Maldives as a destination for sports, cultural and adventure tourism [MM2.1.7]	Action 2.4a: Attract international sea sports festivals to the Maldives through partnerships with international event companies <i>[To be coordinated and implemented with Strategy 1.7c of Sports subsector matrix]</i>		●	●	●	●	MoT	MMPRC, MoYSCE
	Action 2.4b: Introduce lifeguard services in all islands where water sports and recreation services are provided		●	●	●	●	MoT	MoNPI, MNDF, Local Councils
	Action 2.4 c: Establish partnerships with global sporting organisations <i>[To be coordinated and implemented with Action 1.7c of Sports subsector matrix]</i>	●	●	●	●	●	MoT	MMPRC, MoYSCE
Strategy 2.5: Develop yacht and cruise tourism infrastructure [MM2.1.8]	Action 2.5a: Develop a marina with yachting harbour and bunkering facilities in RUCs in line with the National Spatial Plan		●				MoT	MoNPI, MoF
	Action 2.5b: Develop a cruise terminal in the Greater Male' Region <i>[To be coordinated and implemented with Action 2.3a of Transport Network subsector matrix]</i>		●				MoT	MoTCA, MoNPI, MoF, Male' City Council

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.6: Integrate eco-tourism to existing and upcoming products [MM2.1.9]	Action 2.6a: Facilitate in the preparation of management plans and regulations promoting eco-tourism for sustainable management of protected areas <i>[To be coordinated and implemented with Action 2.3b of Environmental Protection & Preservation subsector matrix]</i>		●	●	●	●	MoEn	MoT, Tourist Establishments
	Action 2.6b: Develop regulatory measures to facilitate market instruments and/or incentives for biodiversity conservation <i>[To be coordinated and implemented with Action 1.1c of Environmental Protection & Preservation and Action 5.2e of Fisheries & Marine Resources subsector matrix]</i>			●	●	●	MoFMRA	MoT, MoEn, AGO
	Action 2.6c: Provide fiscal and non-fiscal incentives for resorts to undertake programmes on ecosystem restoration and conservation <i>[To be coordinated and implemented with Action 2.2c and Action 2.2j of Environmental Protection & Preservation subsector matrix]</i>			●	●	●	MoEn	MoT
	Action 2.6d: Establish partnerships with international environmental organisations		●	●			MoT	MoEn, MMRPC

Policy 3: Increase benefits of tourism to local communities

Targets:

Target 3.1: By 2023, at least 20 CSR initiatives met intended objectives

Target 3.2: By 2023, at least 3 of the RUCs have a marketplace for local products

Target 3.3: By 2023, at least 10 partnership arrangements are achieved as an outcome of the proposed bi-annual meetings between resort management and local councils

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Increase partnerships between resorts and local communities in island level economic and social development initiatives [MM2.2.1]	Action 3.1a: Establish a formal mechanism to request for support through CSR initiatives of tourism establishments	●	●				MoT	Local Councils, MoF, MIRA
	Action 3.1b: Strengthen relations between local councils and resort management through biannual meetings	●	●	●	●	●	MoT	Local Councils, LGA
	Action 3.1c: Develop a marketplace at RUCs for the sale of tourism related local products		●	●	●	●	MoT	Local Councils, MoED, MoNPI
Strategy 3.2: Facilitate market access from resorts for SMEs involved in upstream and downstream tourism related goods and services	Action 3.2a: Facilitate promotional mechanisms where resorts prioritise locally made arts, crafts and cuisines, over imports <i>[To be coordinated and implemented with Action 1.4a of Arts, Culture & Heritage subsector and Action 4.2e of the SME subsector matrix]</i>		●	●	●	●	MoT	MMPRC, Industry MATI, MoACH, MoED, MoGFSS
	Action 3.2b: Provide support to locals in professions within the tourism service value chain <i>[To be coordinated and implemented with Action 1.4a of Arts, Culture & Heritage subsector matrix]</i>		●	●	●	●	MoT	MoACH, MoED

Policy 4: Increase the representation of Maldivians employed in the tourism sector**Targets:**

Target 4.1: By 2023, at least 30,000 benefited from the Tourism Training Fund

Target 4.2: By 2023, training institutes proposed in H.Dh. Nohivaranfaru and L. Gan are operational and have recruited trainees

Target 4.3: By 2023, internationally accepted standards on HR integrated into at least 10 developmental contracts

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Increase awareness on career development opportunities within the tourism sector	Action 4.1a: Initiate a resort visit programme for senior secondary school students	●	●	●	●	●	MoT	MoE
	Action 4.1b: Facilitate to improve technical curriculum content and combine with practicals and field visits <i>[To be coordinated and implemented with Action 6.3a of Education subsector matrix and Strategy 1.6 of Higher Education subsector matrices]</i>		●	●	●	●	MoT	MoHE, MoE
	Action 4.1c: Facilitate to include soft skills modules (communication, personal care, time management, problem solving, and negotiation) in the tourism curriculum <i>[To be coordinated and implemented with Action 6.3a of Education subsector matrix]</i>	●	●	●	●	●	MoT	MoE, MoHE
	Action 4.1d: Conduct awareness and information dissemination on tourism industry employment prospects <i>[To be coordinated and implemented with Strategy 3.1 of Labour, Employment and Migration subsector matrix]</i>	●	●	●	●	●	MoT	MoE, MoHE, MoED
	Action 4.1e: Conduct roadshows in 5 different atolls every year on tourism industry awareness		●	●	●	●	MoT	MoE, MoHE, Local Councils, MoED, MoYSCE
	Action 4.1f: Conduct tourism industry job fair annually to attract locals to senior and technical positions		●	●	●	●	MoT	MoE, MoHE, MoYSCE
	Action 4.1g: Implement a policy whereby the resorts conduct a job fair in the respective atoll during pre-opening		●	●	●	●	MoT	Tourist Resorts, MoYSCE, MoHE, MoED, Local Councils

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.2: Operationalise a Tourism Training Fund [MM2.3.1]	Action 4.2a: Establish a Tourism Training Fund (TTF) for providing training and educational opportunities for locals in the tourism sector [MM2.3.1]	●	●	●	●	●	MoT	MoF, MoHE, MIRA
	Action 4.2b: Formulate and implement a policy requiring resorts that do not meet the minimum hiring requirement of locals, to make mandatory contributions to the TTF [MM2.3.4]		●	●	●	●	MoT	MoED, MATI, MBA, DAM, MATATO, MAYA, ATA, GAM, TEAM
	Action 4.2c: Enable eligibility for higher education and training through certification of work experience within the hospitality service industry	●	●	●	●	●	MoT	MoHE
	Action 4.2d: Incorporate human resource commitments such as training and overseas exposure for staff as a mandatory requirement for all new lease bid documents as well as agreements <i>[To be coordinated and implemented with Action 3.1 of Labour, Employment & Migration subsector matrix]</i>	●	●	●	●	●	MoT	MoED, MATI, MBA, DAM, MATATO, MAYA, ATA, GAM, TEAM
Strategy 4.3: Create a conducive environment for local resort employees [MM2.3.7, MM2.3.8]	Action 4.3a: Promote the adaptation of internationally recognised human resource standards on facilities and services available to staff, with a specific focus on women employed in resorts [MM2.3.3]		●	●	●	●	MoT	MoED, MATI, MBA, DAM, MATATO, MAYA, ATA, GAM, TEAM
	Action 4.3b: Encourage alignment and incorporation of HR standards that aligns with the Employment Act and international best practices into resort regulations [MM2.3.3]	●	●	●	●	●	MoT	MoED, MATI, MBA, DAM, MATATO, MAYA, ATA, GAM
	Action 4.3c: Ensure availability of regular and reliable transportation for commute from nearby local islands to resort of employment [MM2.3.8]		●	●	●		MoT	MoTCA, MTA, Local Councils

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.4: Review and strengthen the implementation of rules and regulations relating to employment of locals in the industry [M87, M90, MM 2.2.3]	Action 4.4a: Review and discuss with relevant government authorities to strengthen the Employment Act to reflect the current developments in the tourism labour market <i>[To be coordinated and implemented with Action 1.1a, 2.2b & 2.2c of Labour, Employment & Migration subsector matrix]</i>	●					MoT	AGO, MoED, People's Majlis
	Action 4.4b: Formulate and enforce a regulation under the Employment Act regarding collection and fair distribution of service charge [MM2.3.2] <i>[To be coordinated and implemented with Action 2.2c of Labour, Employment & Migration subsector matrix]</i>		●	●			LRA	MoT, MATI, MoED, MTUC, Employer Federation, NTLAC, TEAM
	Action 4.4c: Revise the policy on local:foreign parity in the tourism sector through a consultative process, with the objective to increase the percentage of locals at all levels, with a specific focus on senior and technical levels [M91]	●	●				MoT	MoED, MATI, MBA, DAM, MATATO, MAYA, ATA, GAM, TEAM
	Action 4.4d: Implement divestment plans for existing expatriate workers to maximise local employment in the tourism sector [MM2.3.3]		●	●	●	●	MoT	TEAM, MoED
	Action 4.4e: Conduct awareness on Sexual Abuse and Harassment Act to all staff working in tourist establishments <i>[To be coordinated and implemented with Action 2.2a of Gender Equality subsector matrix]</i>		●	●	●		MoT	MoGFSS, TEAM
	Action 4.4f: Incorporate compliance monitoring of Sexual Abuse and Harassment Act in tourist establishments, including complaints redressal as part of the Quality Audits of Tourist Resorts		●	●	●	●	MoT	MoGFSS, TEAM
	Action 4.4g: Develop and utilise the tourism industry human resource database to track compliance with parity policies <i>[To be coordinated and implemented with Strategy 2.3 of ICT subsector matrix]</i>		●	●	●		MoT	NDC, MoCST, TEAM, Private Sector, CTO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.5: Develop a world class national hospitality training institute	Action 4.5a: Expedite development of training institutes for which plots have been leased in H.Dh. Nohivaranfaru and L. Gan		●	●			MoT	Lease parties, Local Councils, MoHE
	Action 4.5b: Facilitate financing of the development of training institutes in H.Dh. Nohivaranfaru and L. Gan through the Fund Management Corporation Limited (FMCL)		●				MoED	Lease parties, Local Councils, FMCL, MoT

Policy 5: Strengthen monitoring capacity and the regulatory framework governing the tourism industry**Targets:**

Target 5.1: By end of 2021, all tourism related regulations are revised based on consultations with industry relevant stakeholders

Target 5.2: By 2023, red tape on administrative procedures reduced by 20% compared to 2018 levels

Target 5.3: By 2023, digital monitoring software is fully utilised for monitoring new resort development projects

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Introduce a participatory mechanism to reform the legal framework governing the tourism sector	Action 5.1a: Facilitate consultations with tourism industry stakeholders in amending relevant tourism related regulations [MM2.3.3]	●	●	●			MoT	MATI, MATATO, GAM, MBA, TEAM, MMPRC, IOM, AGO, Local Councils
	Action 5.1b: Review and revise the existing regulatory framework governing resort development with a view to enhance business viability and reduce red tape in administrative procedures	●	●				MoT	AGO, MoED
	Action 5.1c: Review and update the existing Travel Agency regulation with stakeholder consultations with a view to promote local travel agent businesses [MM 2.2.3]	●					MoT	MATATO, MoED
	Action 5.1d: Facilitate participation of local councils and other elected officials in identifying sites for tourism development [To be coordinated and implemented with Action 1.3b and Action 2.1f of Decentralisation subsector matrix]	●	●	●	●	●	MoT	Local Councils, LGA, MoNPI
Strategy 5.2: Facilitate effective monitoring of resort development projects	Action 5.2a: Monitor compliance of mandatory requirements in agreements for tourism development projects	●	●	●	●	●	MoT	
	Action 5.2b: Develop a digital data management software to monitor upcoming tourist establishments [To be coordinated and implemented with Action 2.3b of ICT subsector matrix]			●	●		MoT	NDC, MoCST, CTO
	Action 5.2c: Facilitate timely remedies through identification of financing opportunities for development and marketing of distressed resort developmental projects [MM2.1.4]	●	●	●			MoT	MoED, MoF, MMPRC

Policy 6: Achieve sustainable growth in the guesthouse tourism sector

Targets:

Target 6.1 By 2023, at least 60% of guesthouse facilities are inspected

Target 6.2: By 2023, at least 10 boutique hotels and/or homestay facilities are available

Target 6.3: By 2023, at least 50 islands offer culture-based tourism services

Target 6.4: By 2023, Rashu website is operational in 50% of islands with guesthouse facilities

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 6.1: Develop institutional and legal framework for promotion of guesthouse tourism [M88, MM2.1.5]	Action 6.1a: Formulate new regulations for the guesthouse sector through a consultative process	●					MoT	GAM, MMPRC, AGO
	Action 6.1b: Formulate policies, rules, and regulations for promoting guesthouse tourism in line with Islamic principles and cultural values of Maldives [MM 2.1.5]		●				MoT	GAM, AGO, MoIA
	Action 6.1c: Formulate policies, rules and regulations regarding boutique hotels and homestay		●				MoT	AGO, MoED, Local Councils, LGA
	Action 6.1d: Strengthen institutional capacity to oversee the local tourism sector		●				MoT	CSC, PO, MoF
	Action 6.1e: Empower island councils to assume the role of a front office in promotion and regulation of tourism activities at the island level [M89, MM2.1.3] <i>[To be coordinated and implemented with Action 2.1f of Decentralisation subsector matrix]</i>	●	●	●	●	●	LGA	MoT, LGA, LGTI, MMPRC
	Action 6.1f: Consolidate island level data on history, culture, heritage sites, traditions and natural features including underwater heritage sites of all administrative islands for tourism related marketing to be disseminated through the "Rashu" website platform [M36, MM2.1.3] <i>[To be coordinated and implemented with Policy 2 of ICT and 1.6c of Tourism subsector matrices]</i>		●	●	●	●	MoT	Local Councils, NDC, MoACH, DOH, LGA, MoTCA, CTO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 6.2: Provide assistance to diversify tourism industry to cater for services that appeal to different age groups in the form of cultural tourism, adventure tourism, cruise liners, medical tourism, sports tourism, and yachting [MM2.1.7]	Action 6.2a: Facilitate financing through SDFC, FMCL for projects focusing on diversification of the local tourism experience		●	●	●	●	MoED	MoT, SDFC, FMCL
	Action 6.2b: Promote Maldivian culture as part of tourism	●	●	●	●	●	MMPRC	MoT, MoACH, GAM
Strategy 6.3: Improve the safety and security aspects of the guesthouse tourism sector	Action 6.3a: Formulate minimum standards and/or guidelines for Tourism Safety and Security and roll-out a sustainable audit mechanism for the guesthouse sector	●	●				MoT	GAM
	Action 6.3b: Conduct regular audits to monitor compliance on the standards and guidelines on tourism safety and security [To be coordinated and implemented with Action 4.1e of National Security and Public Safety subsector matrix]		●	●			MoT	GAM, MNDF, MPS
	Action 6.3c: Establish Tourist Scouts		●	●			MoT	Scouts Association, GAM
	Action 6.3d: Expand tourist police function to regional areas with guesthouse tourism [To be coordinated and implemented with Action 4.1e of National Security and Public Safety subsector matrix]				●	●	MoHA	MPS, GAM, MoT
	Action 6.3e: Develop a standardised guidance package for solo travellers		●	●			MoT	MPS, GAM

1.4 SMALL & MEDIUM ENTERPRISES (SMEs)

The Government recognises the potential of the Small and Medium Enterprise (SME) sector in creating a more resilient and diversified economy as well as creating more employment opportunities, particularly in the outer atolls. Achieving these goals will require addressing a number of constraints. There is an under-developed entrepreneurial culture with low awareness and appreciation for entrepreneurship, and limited business incubation facilities. Businesses have low levels of productivity, with obstacles to the use of technology and innovation stemming from low level of capital investment. Other constraints include limited access to finance and access to markets. There are high collateral requirements and interest rates for bank loans and absence of a land valuation system that could help enable a collateralised system. There is limited focus and know-how on marketing and branding, including underutilisation of ICT and e-commerce platforms and payment methods, inefficient and costly transport and logistics, limited collaboration between SMEs and large enterprises for market access, and underdeveloped middlemen in the value chain network. In addition, the policy and regulatory environment has many shortcomings; the absence of widespread awareness and use of a common definition of SMEs, virtually non-existent targeted data collection on SMEs, and ad-hoc SME policy coordination among government agencies.

The subsector sets targets to address these key barriers through expansion and strengthening of existing SME development support services including training and entrepreneurship skills development, increasing opportunities for financing including the setup of a SME bank, promoting productivity, technology, and innovation, increasing market access opportunities and strengthening overall institutional focus, prioritisation and accountability within the government for SME development.

Policy 1: Promote entrepreneurship and human capital development [M93]**Targets:**

Target 1.1: By 2021, at least 5 new BCs are operational

Target 1.2: By 2023, 60% of registered SMEs have received a business-related training

Target 1.3: By 2023, 30% increase in number of registered women-led SMEs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Expand the geographic reach of Business Centres (BCs) and increase the range of business support services	Action 1.1a: Establish Business Centres (BC) at local councils in different atolls and train Economic Officers at the councils to provide assistance to SMEs <i>[To be coordinated and implemented with Action 2.3f of Decentralisation subsector matrix]</i>	●	●	●			BCC	MoED, MoNPI, LGA, Local Councils, NGOs
	Action 1.1b: Provide training programs in areas of business management quarterly and increase outreach of BC services for inclusivity, with a specific focus on women and PWDs	●	●	●	●	●	BCC	MoED, TVETA, MoHE, NGOs
	Action 1.1c: Empower BCs to provide mentoring, coaching, and counselling services with walk-in arrangements		●				BCC	MoED, TVETA, MoYSCE, MoHE
	Action 1.1d: Facilitate ICT solutions for businesses in inventory management and book-keeping <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>			●	●		BCC	MoED, MIRA, NGOs
	Action 1.1e: Provide youth with targeted entrepreneurship skills training and development through BCs, in coordination with MoYSCE <i>[To be coordinated and implemented with Strategy 3.3b of Youth subsector matrix and Action 2.1c of Arts, Culture & Heritage subsector matrices]</i>			●	●	●	BCC	MoYSCE, MoED, MoACH
	Action 1.1f: Establish incubation platforms and co-workspace for entrepreneurs in RUCs and SRUCs in line with the National Spatial Plan <i>[To be coordinated and implemented with Action 4.2d of ICT subsector matrix]</i>					●	BCC	MoNPI, MoCST, MoYSCE, CTO, NDC

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.2: Enhance skill development and promote delivery of entrepreneurship education at all levels of the education system	Action 1.2a: Collaborate with MoHE and TVETA to incorporate entrepreneurship education into TVET programs <i>[To be coordinated and implemented with Strategy 5.1 of Higher Education subsector matrix]</i>			●			MoED	TVETA, TVEC, BCC, MoHE
	Action 1.2b: Launch an SME online training portal to deliver basic training courses on business and financial management <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>				●		BCC	Polytechnic, TVETA, NDC, MoCST, CTO
	Action 1.2c: Facilitate start-up kits and finance for TVETA and/or TVEC graduates		●	●	●	●	MoED	MoHE, MoYSCE

Policy 2: Improve access to finance to SMEs

Targets:

Target 2.1: By 2023, 120 micro enterprises, 720 small enterprises and 360 medium enterprises benefits from SDFC

Target 2.2: Between 2019 and 2023, at least 10 SMEs benefit from the CGS programmes annually

Target 2.3: By 2021, 40% of SDFC loan portfolio is allocated to women, youth and PWDs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Promote financial literacy and sound financial management practices	Action 2.1a: Conduct financial literacy programs for micro & small businesses with a special focus on women and youth	●	●	●	●	●	BCC	SDFC, MoED
	Action 2.1b: Conduct awareness programs on taxation in collaboration with MIRA	●	●	●	●	●	BCC	MIRA, SDFC, MoED
	Action 2.1c: Conduct specialised training programs on business plan development		●	●	●	●	BCC	MoED
Strategy 2.2: Expand and promote SME focused lending	Action 2.2a: Rationalise utilisation of funds through SDFC by channelling financing schemes for SMEs in acceleration stage towards priority economic sectors		●	●	●	●	SDFC	BCC, MoED
	Action 2.2b: Expand the outreach of the Credit Guarantee Scheme (CGS)		●	●	●	●	BCC	MoED, MMA
	Action 2.2c: Earmark SDFC funds for vulnerable groups <i>[To be coordinated and implemented Action 5.1a & 5.1b of Social Protection subsector matrices]</i>		●	●	●	●	SDFC	MoED, BCC, MoYSCE, MoGFSS
	Action 2.2d: Establish a channel for loan applicants to easily access business support services from BCs		●	●	●	●	SDFC	MoED, BCC
Strategy 2.3: Establish alternative financing through non-traditional sources	Action 2.3a: Promote equity financing options for SMEs and start-ups		●	●	●		BCC	SDFC, MoED
	Action 2.3b: Facilitate avenues for angel investments, crowd funding and venture capital funds		●	●			BCC	SDFC, MoED

Policy 3: Promote productivity, technology, and innovation

Targets:

Target 3.1: Between 2019 and 2023, at least 10 SMEs, half of which are women-led, benefit from a large enterprise annually

Target 3.2: By 2023, at least 50 SMEs adopted green SME initiatives

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Create a conducive environment to enhance SME productivity through technology and innovation	Action 3.1a: Establish a mechanism to facilitate technology transfer from large enterprises to SMEs on production methods and innovative practices			●	●	●	BCC	MoED
	Action 3.1b: Provide technical support to mechanise production and input processes					●	BCC	SABAH, MoED
	Action 3.1c: Launch a green SME initiative to encourage SMEs to migrate to cleaner technologies			●	●	●	BCC	MoED, MoEn
	Action 3.1d: Integrate technological support for start-ups through the business incubator platforms <i>[To be coordinated and implemented with Action 4.2d of ICT subsector matrix]</i>		●	●	●		MoED	BCC, NDC, MoCST, CTO
	Action 3.1e: Establish co-ordination arrangements between universities and SMEs to collaborate on R&D to realise commercial possibilities					●	●	MoED

Policy 4: Improve market access and internationalisation**Targets:**

Target 4.1: By 2023, a cost-effective and suitable payment gateway exists for SMEs to do business internationally

Target 4.2: By 2022, public procurement targets SMEs through establishing a quota of 15% of all public procurement

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Enhance SME marketing capabilities	Action 4.1a: Conduct trainings targeting SMEs to improve their understanding of marketing and branding with a special focus on women and youth	●	●	●	●	●	BCC	MoED, MoSCT
	Action 4.1b: Utilise BCs to provide capacity building in SME marketing	●	●	●	●	●	BCC	MoED
Strategy 4.2: Improve market reach and support internationalisation for SMEs	Action 4.2a: Promote development of cost-effective payment gateways and systems <i>[To be coordinated and implemented with Action 4.3a of ICT subsector matrix]</i>				●	●	CTO	MoED, MMA, MoCST
	Action 4.2b: Implement FinTech policies to foster the growth of national payment systems and services to facilitate easy financial transactions <i>[To be coordinated and implemented with Action 4.3a of ICT subsector matrix]</i>		●	●			CTO	NDC, MoED, MMA, MoCST
	Action 4.2c: Provide information and advisory services on international market needs and standards for SME products (packaging)					●	MMA	MoED, BCC
	Action 4.2d: Facilitate SMEs to promote products on existing online platforms and create business-to-business platforms, forums and events to connect buyers, sellers and intermediaries across the country <i>[To be coordinated and implemented with Action 4.3a of ICT subsector matrix]</i>		●	●	●	●	MoED	CTO, MoCST
	Action 4.2e: Establish links with resorts and facilitate access of SMEs to the resort market <i>[To be coordinated and implemented with Action 3.2a of Tourism subsector matrix]</i>		●	●	●	●	MoED	MoT, Resorts, Local Councils
	Action 4.2f: Facilitate access to local and international markets for SMEs enabling them to sell local products at airport duty free, resorts, international platforms and trade fairs	●	●	●	●	●	BCC	MoED, MACL, MoF, MoFA, MoT

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.3: Strengthen infrastructure to facilitate market access in RUCs and SRUCs in line with National Spatial Plan	Action 4.3a: Establish <i>Sarahaddhee Bazaar</i> and <i>Bandharu Bazaar</i> in collaboration with local councils [M82] <i>[To be coordinated and implemented with Strategy 1.1 of Agriculture subsector matrix]</i>			●	●	●	MoED	MoNPI, Local Councils, MoFMRA, MoTCA
	Action 4.3b: Facilitate in the establishment of supply ferries in collaboration with local councils and MoTCA			●	●	●	MoED	MoTCA, MoNPI, Local Councils

Policy 5: Enhance accountability and facilitate data-driven policymaking**Targets:**

Target 5.1 By 2023, SDFC maintains a repayment rate of 92%

Target 5.2: By 2022, a common SME definition is institutionalised at national level by all organisations

Target 5.3: By 2023, an alternative dispute resolution mechanism for SMEs is established

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies	
Strategy 5.1: Ensure accountability through greater systematisation, transparency, monitoring and reporting	Action 5.1a: Develop an SME rating system: SME Competitiveness Rating for Enhancement (SCORE)		●	●			BCC	MoED, MIRA	
	Action 5.1b: Establish a monitoring mechanism to review the performance of SDFC clients		●	●	●	●	BCC	MoED, SDFC	
Strategy 5.2: Institute data-driven SME policy making	Action 5.2a: Strengthen the data collection framework on SME sector <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>					●	BCC	MoED, CTO, NDC	
	Action 5.2b: Monitor SME policy performance through benchmarking, especially those that have been provided government support				●	●	BCC	MoED	
	Action 5.2c: Incorporate a focused section on SMEs in the Industrial Development Strategy document and ensure its implementation		●	●	●	●	MoED	BCC	
Strategy 5.3: Simplify and strengthen existing legislations to create an enabling environment	Action 5.3a: Review and revise the SME Act to reflect current best practices		●	●	●	●	MoED	BCC, AGO, People's Majlis	
	Action 5.3b: Review and revise public finance regulations on procurement to provide special consideration for SMEs		●	●	●	●	MoED	MoF, AGO	
	Action 5.3c: Design and implement a regulatory impact assessment framework to examine and measure the likely benefits, costs, and effects of new or existing regulations related to SMEs						●	MoED	BCC, AGO
	Action 5.3d: Facilitate an alternative dispute resolution mechanism for SMEs <i>[To be coordinated and implemented with Action 2.3a of Rule of Law & Judicial Reform subsector matrix]</i>				●	●	MoED	BCC, AGO, MIAC, CC	

1.5 LABOUR, EMPLOYMENT & MIGRATION

Maldives has an underutilised labour force with a large proportion of women and young people left out of the workforce. Youth face a skills mismatch compared to industry specific skill needs. Effective career guidance, mentoring and internship programmes are insufficient and unavailable. There is no coherent policy to attract and create avenues for new labour market entrants, and limited opportunities for upskilling or professional, technical, and vocational education. Women are considered as the main caregiver in families, and lack of adequate childcare facilities, and alternative and flexible working arrangements prevent them from achieving economic independence. There is a lack of incentive to encourage hiring of women, along with cultural barriers and stereotyping.

Poor working conditions and occupational health and safety standards are key shortcomings in the labour sector. There are challenges specific to managing the foreign workforce. This includes poor quota policy formulation, administration, and compliance with laws, and the absence of a client charter and service standards. Fraudulent labour recruitment practices exist, leading to human trafficking. Additionally, challenges exist in the governance of the labour market including the absence of tripartite labour consultative mechanisms and nationally recognised employer bodies, lack of a legal framework to recognise and govern labour unions, and lack of timely review and revision to labour laws and regulations to ensure compliance with International Labour Organisation's (ILO) obligations to which Maldives is a signatory.

To address these gaps, the subsector outlines several priorities. This includes measures to reduce wage inequalities, strengthening labour governance, increasing employability of youth, women and persons with disabilities (PWDs), and improving migration management alongside with the expatriate workers' management and introduction of unemployment benefits.

Policy 1: Promote fair compensation and ensure equal pay for work of equal value to reduce wage inequalities**Targets:***Target 1.1: By 2020, minimum wage is implemented*

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Ensure an equitable and a fair salary framework [M143]	Action 1.1a: Conduct a tripartite dialogue and GAP Analysis on Employment Act and National Pay Policy Act with the Equal Remuneration Convention of ILO	●	●				MoED	PC, ILO, MTUC, IOM, LRA, MoF
	Action 1.1b: Integrate key aspects of the Equal Remuneration Convention to the Employment Act and National Pay Policy Act to ensure gender equality and entitlement to equal remuneration for both genders [M143]	●	●				MoED	ILO, AGO, People's Majlis, MTUC, IOM, LRA, MoF, PC
	Action 1.1c: Operationalise the amendments to the Employment Act and National Pay Policy Act to align with the Equal Remuneration Convention	●	●				MoF	ILO, AGO, People's Majlis, LRA, MoED, PC
	Action 1.1d: Establish a monitoring mechanism to ensure employers compliance to the Employment and National Pay Policy Acts	●	●				MoED	PC, ILO, LRA
Strategy 1.2: Categorise and establish a minimum wage based on related economic factors consistent with international labour standards [M143, MM3.3.7, A19]	Action 1.2a: Operationalise the Salary Advisory Board as per the Employment Act	●					MoED	PC, ILO, MTUC, Employer Federation
	Action 1.2b: Coordinate with National Bureau of Statistics (NBS) to review and better understand household income and expenditure data	●	●				MoED	PC, ILO, NBS, MoNPI
	Action 1.2c: Develop a new minimum wage salary structure through a consultative process inclusive of industry stakeholders, based on relevant data	●	●				MoED	PC, ILO, PO, MTUC, MoYSCE, NGOs
	Action 1.2d: Formulate and enact Minimum Wage Law	●	●				MoED	AGO, People's Majlis, ILO

Policy 2: Strengthen the legislative framework to ensure fair practices in employment

Targets:

Target 2.1: By 2023, job security provisions are enforced in the Employment Act

Target 2.2: By 2023, occupational health and safety standards are systematically monitored in fisheries, health, construction and tourism sectors

Target 2.3: By 2023, Industrial Relations Act is enacted

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Ensure job security for the working mother and father [M143]	Action 2.1a: Review and revise the Employment Act to provide job security for the working mother and father and ensure its implementation	●	●				MoED	AGO, People's Majlis, PC, MTUC, NTLAC
	Action 2.1b: Coordinate with MoGFSS and MoYSCE to provide working mothers and fathers, access to affordable childcare facilities <i>[To be coordinated and implemented with Action 3.5a of Gender Equality & 5.1c of Social Protection subsector matrices]</i>	●	●				MoED	MoYSCE, MoGFSS, MTUC, Employer Federation

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.2: Amend and enforce the Employment Act [M143]	Action 2.2a: Conduct a review and/or study of past unfair dismissal cases and identify gaps in state institutions employment regulations and/or policies to minimise recurrence of future incidents	●	●				MoED	AGO, LRA, CSC, SOEs, ETOM, Independent Commissions
	Action 2.2b: Review and revise the Employment Act, through a tripartite process in order to recognise flexi work, part-time work and introduce provisions to protect rights of part-time and contract workers	●	●				MoED	AGO, People's Majlis, MTUC
	Action 2.2c: Formulate and enforce a regulation under the Employment Act regarding collection and fair distribution of service charge [MM2.3.2] <i>[To be coordinated and implemented with Action 4.4b of Tourism matrix]</i>		●	●			LRA	MoED, MTUC, Employer Federation, NTLAC, MoT
	Action 2.2d: Formulate and enforce Occupational Health and Safety Standards in line with international standards <i>[To be coordinated and implemented with Action 2.1j of Health, Action 4.1d of Waste as Resource, & Action 4.4b of Fisheries & Marine Resources subsector matrices]</i>	●	●				MoH	MoED, MoFMRA, CSO, MoEn, MACI, TEAM, ILO, MATI, MFDA
	Action 2.2e: Revive and ensure proper functioning of the National Tripartite Labour Advisory Council (NTLAC) as a forum for social dialogue on labour and employment governance	●	●				MoED	ILO, MTUC, NTLAC

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.3: Formulate a legal framework to govern employer-employee rights in accordance with international treaties that the Maldives is party to [M144]	Action 2.3a: Conduct a review for establishment of a tripartite Industrial Relations framework	●					MoED	ILO, MTUC, Employer Federation, LRA, TEAM, Teacher's Association, MACI, MATI, Fisherman's Association, Maldivian Nurses Association, and CSOs
	Action 2.3b: Enact an Industrial Relations Law in line with ILO convention standards	●	●				MoED	AGO, MTUC, Employer Federation, LRA, People's Majlis, TEAM, Teacher's Association, MACI, MATI, Fisherman's Association, Maldivian Nurses Association

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.4: Implement a framework that recognises the role of women who carry out unpaid and unrecognised labour at home as a major contributor to economic growth [M51]	Action 2.4a: Coordinate with MoGFSS, NBS, UN Women and UNFPA to review existing data on time use to document and recognise the value of unpaid care work	●	●				MoED	MoGFSS, NBS, UN Women, UNFPA, NGOs promoting women's economic empowerment
	Action 2.4b: Increase awareness through public education and targeted messaging campaigns on giving due recognition to unpaid labour		●	●	●	●	MoGFSS	MoED, UN Women, UNFPA, NGOs, PO
	Action 2.4c: Study and review budget development processes that uses real costs and benefits alongside with cash transactions, to move towards policy development processes that analyse the real impacts of policy changes on men and women		●	●	●	●	MoF	MoED, UN Women, MoGFSS, NGOs, PO
	Action 2.4d: Conduct a participatory study on the impact of reductions in budgets and changes in policies that governs the social sector, which has direct and indirect impacts on women's role as caregivers, their well-being, and financial security		●	●	●	●	MoGFSS	MoED, UN Women, NGOs, NBS, PO
	Action 2.4e: Conduct a participatory study to measure and analyse contributions of women to tourism, fisheries, agriculture, and self-employment as entrepreneurs		●	●	●	●	MoED	UN Women, NGOs, NBS, MoGFSS, PO, MoEn, MoT, MoFMRA
	Action 2.4f: Conduct a gender analysis of workplace policies and cultures to assess the changes that need to be brought to accommodate and account for women's unpaid responsibilities		●	●	●	●	MoED	CSC, PO, NBS, NGOs, UN Women, MoGFSS
	Action 2.4g: Adopt complete economic measures such as the Genuine Progress Indicator that takes into account the social, economic, and environmental factors contributing towards the well-being of a society				●	●	●	MoED

Policy 3: Increase employment prospects for vulnerable groups

Targets:

Target 3.1: By 2023, at least 10,000 people benefited from employment support services of the job centres

Target 3.2: By 2023, career portal utilised by 10,000 potential users

Target 3.3: By 2023, skills programmes offered by TVET are streamlined to meet the needs of industries and support economic diversification

Target 3.4: By 2023, GURAHA is utilised by at least 500 PWDs and 75 visually impaired persons

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies	
Strategy 3.1: Institutionalise employment support services [M145, MM3.3.5, MM3.3.6, A19]	Action 3.1a: Coordinate with MoYSCE and National Career Guidance Centre (NCGC) to establish job centres with career guidance units, within existing community facilities <i>[To be coordinated and implemented with Strategy 3.3 of Youth subsector matrix]</i>	●	●	●	●	●	MoED	MoYSCE, NCGC, MoHE, MoE Local Councils, NGOs	
	Action 3.1b: Upgrade and launch the online job portal – GURAHA, which acts as a repository of information on jobs, skills, and qualifications, that provides job matching services for employers and job seekers <i>[To be coordinated and implemented with Strategy 6.2 of Higher Education subsector matrix and Action 3.3g of Youth subsector matrices]</i>	●					MoED	MoYSCE, MoHE, TVETA	
	Action 3.1c: Integrate design features in the GURAHA portal to allow increased accessibility to PWDs, including people with visual and hearing impairment [MM4.4.4, MM4.4.5] <i>[To be coordinated and implemented with Action 4.1b of Family and Action 3.3d of Youth subsector matrices]</i>		●				MoED	MoHE, MoYSCE, MoGFSS, Local Councils, NGOs	
	Action 3.1d: Conduct sensitisation workshops on the GURAHA portal for all related stakeholders			●	●	●	●	MoED	MoHE, MoE, MoYSCE, MoGFSS, TVETA, Local Councils, Civil Society, Private Sector,
	Action 3.1e: Conduct a nation-wide study on skills gap to evaluate the current job market and identify the demands of the private sector <i>[To be coordinated and implemented with Action 1.8a of Higher Education matrix]</i>			●				MoED	MoHE, TVETA, MoE, CSTI, MNU, NBS
	Action 3.1f: Coordinate with MoHE and TVETA to address the skills gap and foster necessary skills among job seekers <i>[To be coordinated and implemented with Strategy 6.2 of Higher Education subsector matrix]</i>	●	●	●	●	●		MoED	TVETA, MoHE, Local Councils, NGOs

Policy 4: Increase protection of rights of PWDs in the employment sector**Targets:**

Target 4.1 By 2023, at least 250 employers provide flexible working arrangements for PWDs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Utilise the skills and capabilities of PWDs by creating employment opportunities from the government and state-owned enterprises while ensuring a safe and respectable environment for them [MM4.4.2]	Action 4.1a: Review the existing Employment Act and propose amendments to ensure rights of PWDs are protected in line with international standards <i>[To be coordinated and implemented with Action 4.1b of Family subsector and Action 2.1a of Social Protection subsector matrices]</i>		●				MoED	MoGFSS, AGO, People's Majlis, NGOs
	Action 4.1b: Establish flexible working arrangements for PWDs <i>[To be coordinated and implemented with Action 4.1b of Family subsector matrix]</i>	●	●	●	●	●	MoED	MoGFSS, SOEs
	Action 4.1c: Increase accessibility of PWDs in government provided employment support services and vocational education		●				MoED	MoGFSS, TVETA, MoHE, MoE, MoNPI
	Action 4.1d: Establish a grievance mechanism regarding difficulties in the workplace faced by PWDs [MM4.4.3]		●				MoED	MoGFSS, SOEs, NGOs
	Action 4.1e: Establish a national recognition mechanism for employers that have a high ratio of PWDs as employees		●				MoED	MoGFSS, NGOs

Policy 5: Strengthen the framework on addressing the issue of irregular expatriate workers in line with international standards

Targets:

Target 5.1: By 2023, EXPAT online system has up-to-date information on irregular expatriate workers

Target 5.2: By 2020, cross-sectoral institutional mechanism is functional

Target 5.3: By 2023, irregular expatriate workers reduced by at least 33 % compared to 2018 levels

Target 5.4: By 2023, Maldives receives an upgrade from the US trafficking in persons watch list from 2018 levels

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Ensure fair practices, transparency, and accountability in implementation of Employment Approval Regulation [M94]	Action 5.1a: Introduce and implement accountability measures in handling expatriate employment related approvals	●	●				MoED	IOM, AGO
	Action 5.1b: Review and revise the existing Employment Approval Procedure	●	●				MoED	IOM, AGO
	Action 5.1c: Review and deploy system enhancements to achieve accountability, fair practices and transparency in employment approval process		●	●	●	●	MoED	NDC, IOM
Strategy 5.2: Reform and improve the quota system for expatriate workers	Action 5.2a: Establish a cross-sectoral institutional mechanism to address issues in determining quota approvals, utilising the support of local government and civil society		●	●	●	●	MoED	IOM, MoFA, MoD, MPS, Immigration, LRA, MoHA, AGO, NGOs
	Action 5.2b: Formulate and enforce policy and supporting regulations on import of foreign labour by nationality and skill level, and in determining the maximum number of years for expatriate workers by category of work		●	●			MoED	IOM, Immigration, MoFA, MoD, MPS, MoHA, LRA, AGO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.3: Strengthen the implementation of the regulatory framework governing expatriate workers	Action 5.3a: Amend the Employment Act and Immigration Act to simplify the process of expatriate employment		●	●			MoED	AGO, Immigration, IOM, People's Majlis
	Action 5.3b: Upgrade the EXPAT online system to integrate data on irregular workers <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>		●	●			MoED	IOM, NDC, CTO, MoCST
	Action 5.3c: Develop a coordinated, multi-sectoral mechanism to enforce regularisation		●	●			MoED	IOM, MPS
	Action 5.3d: Implement the Regularisation Program to address the issue of irregular expatriate workers		●	●			MoED	MPS, MoHA, IOM, Immigration
	Action 5.3e: Review, revise and enforce penalties on employers who fail to meet their legal obligations to their expatriate employees		●	●			MoED	MPS, MoHA, IOM, Immigration
Strategy 5.4: Develop infrastructure and institutional capacity of enforcement agencies to effectively address irregular expatriate workers	Action 5.4a: Develop a facility to detain expatriate workers in violation of the law post regularisation periods		●	●			MoED	MPS, MoHA, IOM, Immigration
	Action 5.4b: Review and revise the mandates and functional responsibilities of enforcement agencies to address existing issues in migration management		●	●			MoED	MPS, MoHA, IOM, Immigration
	Action 5.4c: Conduct multilingual coaching to enhance capabilities to communicate with expatriate populations		●	●			MoED	MPS, MoHA, IOM
Strategy 5.5: Support the protection of victims of human trafficking and strengthen policy framework for prevention of human trafficking	Action 5.5a: Increase capacity of law enforcement agencies to investigate and prosecute traffickers <i>[To be coordinated and implemented with Action 4.2c of Rule of Law & Judicial Reform subsector matrix]</i>		●	●	●		MoED	MPS, MoHA, PGO, IOM
	Action 5.5b: Develop a referral mechanism to provide protection for victims of trafficking including shelter and psychosocial support		●	●	●		MoED	MoGFSS, MoH, MPS, IOM, MRC
	Action 5.5c: Conduct awareness to increase public's role in reporting human trafficking		●	●	●	●	MoED	IOM, MPS, MoHA
	Action 5.5d: Develop and disseminate information packages in multiple languages concerning rights of expatriate workers		●	●	●	●	MoED	IOM, MPS, MoHA

Policy 6: Introduce unemployment benefits in line with international standards

Targets:

Target 6.1: By 2023, at least 70% of eligible beneficiaries receive unemployment benefits

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 6.1: Facilitate the provision of unemployment benefits as determined by the Unemployment Act [A19] <i>[To be coordinated and implemented with Strategy 1.4 of Social Protection subsector matrix]</i>	Action 6.1a: Formulate and enact the Unemployment Benefits Law			●	●	●	MoED	NSPA, MoGFSS, AGO, ILO, People's Majlis
	Action 6.1b: Establish criterion for categories eligible for unemployment benefits			●	●	●	MoED	NSPA, MoGFSS, AGO, ILO

1.6 ECONOMIC DIVERSIFICATION

Maldives has a narrow economic base, with tourism and tourism related sectors contributing to more than two thirds of GDP. As a result, the economy is highly vulnerable to world travel patterns, as demonstrated by the economic slowdown owing to the international financial crisis of 2008. The 2004 tsunami also demonstrated the vulnerability of the country to natural disasters, along with climate related events that affected most of Maldives' coral resource in 2016. Maldives is heavily dependent on imports for sustenance and livelihoods. Access to finance and capital markets, and suboptimal administrative and legal systems affect investment and trade potential.

The subsector puts forward several reforms to facilitate a conducive business environment to promote trade, investments and economic diversification. This includes legislative reform, increasing partnerships for promoting investments and trade, as well as developing strategic infrastructure for airports, port and logistic hubs to boost economic activities, including measures to tap into new economic sectors.

Policy 1: Facilitate a conducive business environment [M111]

Targets:

Target 1.1: By 2023, 80% of business services provided from the Ministry of Economic Development are provided online

Target 1.2: By 2022, time spent for processing import and export transactions reduced by 25% compared to 2018 levels

Target 1.3: From 2022 onwards, trade transaction costs reduced by 10% compared to 2018 levels

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Improve the regulatory framework governing trade and investments	Action 1.1a: Review and revise the Companies Act in line with international best practices	●	●				MoED	AGO, People's Majlis
	Action 1.1b: Review and revise the Foreign Investment Act to create a more conducive framework for investors	●	●				MoED	AGO, People's Majlis
	Action 1.1c: Review and revise the Business Registration Act to provide for a harmonised regime on granting business permits	●	●				MoED	AGO, People's Majlis
	Action 1.1d: Enact a Bankruptcy and Insolvency Law to establish proper mechanisms for businesses to file for insolvency and lay out a framework for insolvency resolution and business revival	●	●	●			MoED	AGO, People's Majlis
Strategy 1.2: Strengthen cross-sectoral coordination to ensure holistic and well-coordinated decision making on trade and investment	Action 1.2a: Re-establish and strengthen the functioning of the Trade Facilitation Committee with both technical and political level representation from relevant ministries and institutions	●	●	●	●	●	MoED	MoNPI, MoF, MoFMRA, AGO, MoT, MCS, MFDA, MIRA, MPL, MACL
	Action 1.2b: Improve the functioning of the Business Council to ensure a consultative process with the business community in deciding on key policy and regulatory matters relating to trade and investment	●	●	●	●	●	MoED	MBuC, Individual Traders

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.3: Ensure a business environment that is safe, fair and transparent with emphasis on strengthening consumer protection and promoting intellectual property rights	Action 1.3a: Review and revise the Consumer Protection Law to strengthen consumer rights, and promote and advance socioeconomic welfare	●	●				MoED	AGO, People's Majlis, MBuC
	Action 1.3b: Enact a Competition Law to promote and ensure fair competition and to provide a framework to address anti-competitive practices	●	●				MoED	AGO, People's Majlis, MBuC
	Action 1.3c: Review and revise the Contracts Act and Sale of Goods Act with a view to modernise the current legislative framework governing contracts and sale of goods in line with international best practices	●	●	●			MoED	AGO, People's Majlis, MBuC
	Action 1.3d: Enact an Electronic Transaction Law to facilitate and promote public confidence on electronic transactions while giving legal recognition and certainty to domestic and international use of electronic transactions <i>[To be coordinated and implemented with Action 1.2c of ICT subsector matrix]</i>	●	●				MoED	CTO, MoCST, AGO, MMA, People's Majlis
	Action 1.3e: Enact a Data Protection & Privacy Law to govern the collection, use and disclosure of personal data by organisations in a manner that recognises both the right of individuals to protect their privacy and personal data <i>[To be coordinated and implemented with Action 1.2c of ICT subsector matrix]</i>	●	●	●			CTO	MoCST, MoED, AGO, People's Majlis
	Action 1.3f: Enact a Trademarks Law to provide a legal framework for registration and protection of rights pertaining to trademarks <i>[To be coordinated and implemented with Action 2.2d of Arts, Culture & Heritage subsector matrix]</i>	●	●	●	●		MoED	AGO, People's Majlis, MoACH, NGOs
	Action 1.3g: Enact a Geographical Indicators Law to provide a legal framework governing designation used on goods that have a specific geographical origin	●	●	●	●		MoED	MoNPI, AGO, People's Majlis
	Action 1.3h: Enact a Patents Law to establish a legal framework to protect scientific inventions and other innovations	●	●	●	●		MoED	AGO, People's Majlis

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.4: Improve ease of doing business in the Maldives [M111]	Action 1.4a: Establish a National Single Window for trade to reduce the time and cost of importing and exporting goods	●	●	●	●	●	MoED	MCS, MPL, MFDA, MDNS, MTA, MMA, MoF
	Action 1.4b: Increase the number of business services that are available online	●	●	●	●	●	MoED	CTO, MoCST, NDC
	Action 1.4c: Review and revise the Revenue Stamps Act with a view to facilitate ease of doing business		●	●	●	●	MoED	MoF, CMDA, MSE, MIRA, People's Majlis
	Action 1.4d: Expand the use of e-faas in government services <i>[To be coordinated and implemented with Action 3.2c of ICT subsector matrix]</i>	●	●	●	●	●	NDC	MoED, CTO, MoCST

Policy 2: Increase the contribution of the private sector and FDI in strategic development initiatives and overall economic growth**Targets:**

Target 2.1: By 2023, at least 2 Investment Promotion and Protection Agreements are implemented with 2 partners

Target 2.2: By 2023, at least 3 strategic infrastructure projects are funded by FDI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Strengthen Invest Maldives and enhance its role in investment promotion and facilitation	Action 2.1a: Carry out proactive efforts to disseminate information regarding standard procedures for investment and investment opportunities in the Maldives	●	●	●	●	●	MoED	MoFA
	Action 2.1b: Strengthen the process of managing the Unsolicited Proposal Policy (USP Policy) framework	●	●	●	●	●	MoED	PO, MoF
	Action 2.1c: Establish a monitoring mechanism for foreign investments that are admitted into the country	●	●				MoED	MoF
	Action 2.1d: Maintain constructive stakeholder relationships with investors and the business community	●	●	●	●	●	MoED	MoFA, MoF
	Action 2.1e: Roll out a comprehensive and interactive website for investment promotion and facilitation	●	●	●	●	●	MoED	CTO, MoCST, NDC
Strategy 2.2: Enter into bilateral investment treaties and Free Trade Agreements with key trade and investment partners	Action 2.2a: Enter into Investment Promotion and Protection Agreements with international partners <i>[To be coordinated and implemented with Action 3.2b of Foreign Affairs subsector matrix]</i>	●	●	●	●	●	MoED	MoFA
	Action 2.2b: Enter into Free Trade Agreements with trade partners to open up markets and opportunities for exports and investment <i>[To be coordinated and implemented with Strategy 3.1 of Foreign Affairs subsector matrix]</i>		●	●	●	●	MoED	MoFA, MBuC, MATI, MACI

Policy 3: Establish key strategic infrastructure that will drive business growth and economic diversification

Targets:

Target 3.1: By 2022, Gulhifalhu Port is fully completed and operational

Target 3.2: By 2023, Velana International Airport is ranked as one of the top airports in South Asia

Target 3.3: By 2023, key infrastructure development for 2 RUCs in line with National Spatial Plan are fully completed

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Develop a modern export and/or import port and logistics hub in Gulhifalhu with state-of-the-art infrastructure and superior services	Action 3.1a: Formulate the project and undertake master planning and detail designing	●					MoED	MoNPI
	Action 3.1b: Secure financing for the project	●					MoED	MoNPI, MoF
	Action 3.1c: Roll out the Gulhifalhu Port Project	●	●	●	●		MoED	MoNPI, MPL
Strategy 3.2: Expedite the completion of the Velana International Airport (VIA) and establish it as one of the top airports in South Asia	Action 3.2a: Ensure proper management of contracts for the project to ensure timely completion of the developments	●	●	●	●		MACL	MoED, MoF, PO
	Action 3.2b: Rollout plans to maximise value from the project and provide a well-rounded visitor experience	●	●	●	●	●	MACL	MoED, MoF, PO
	Action 3.2c: Explore the potential of developing VIA as an air transit hub in the region		●	●	●	●	MoED	MACL, MoTCA
Strategy 3.3: Capitalise on the transshipment potential of the country given its strategic geographic location [M108]	Action 3.3a: Explore the feasibility of developing transshipment ports in South and/or North of the country in line with National Spatial Plan	●	●				MoED	MoNPI, MoTCA
	Action 3.3b: Seek potential investors to invest in the project on PPP basis		●				MoED	MoNPI, MoTCA
	Action 3.3c: Execute the project on PPP basis		●	●	●	●	MoED	MoNPI, MoTCA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.4: Develop economic infrastructure for 5 RUCs in line with the National Spatial Plan	Action 3.4a: Develop conceptual level master plans for the economic hubs including key infrastructure components for the developments	●	●				MoED	MoNPI, Local Councils
	Action 3.4b: Secure funding for the projects included in the master plans	●	●	●			MoED	MoNPI, Local Councils
	Action 3.4c: Execute the projects as per the master plans	●	●	●	●	●	MoED	MoNPI, Local Councils
	Action 3.4d: Establish technology centers in the RUCs <i>[To be coordinated and implemented with Strategy 4.2 of ICT subsector matrix]</i>		●	●	●	●	CTO	MoCST, MoED, MoNPI, Local Councils
	Action 3.4e: Establish and strengthen banking services and infrastructure in all islands to facilitate equitable development [MM7.6.3]		●	●	●	●	MoF	BML, MIB, MoED, MMA

Policy 4: Facilitate economic diversification and increase the number of export sectors of the country

Targets:

Target 4.1: By 2023, fully established and functioning light industrial, manufacturing zones exist in 2 locations of the country

Target 4.2: By 2023, a fully integrated shopping zone exists in at least 1 location in the country

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Earmark special zones for light industry and value addition activities, including packaging and processing [M94]	Action 4.1a: Develop basic support infrastructure for light industry within the Gulhifalhu Port Project	●	●				MoED	MoFA, MoT, MoNPI
	Action 4.1b: Identify zones within the 5 RUCs for manufacturing and light industry in line with National Spatial Plan and develop basic support infrastructure		●	●	●	●	MoED	MoNPI
	Action 4.1c: Introduce mechanisms to incentivise businesses to set-up facilities in the earmarked zones		●	●			MoED	MoNPI, MoFA, MoT
Strategy 4.2: Position trade as an export sector	Action 4.2a: Expand shopping facilities and enhance visitor experiences through development of modern shopping malls and facilitating duty free shopping in all international airports			●	●	●	MoED	MACL, AIA, RA
	Action 4.2b: Develop a designated area interconnected to VIA providing high-end luxury boutique shopping		●	●	●	●	MoED	HDC, MACL
	Action 4.2c: Establish a Halal certification laboratory to tap into the large and growing demand for Halal products in South and Southeast Asia <i>[To be coordinated and implemented with Strategy 3.1 of Islamic Faith subsector matrix]</i>			●	●	●	MoED	MoNPI, MPL, MACL, IASL, MoIA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.3: Establish new industries and diversify existing industries to increase foreign exchange earnings	Action 4.3a: Develop a mari-culture industry through proper research and analysis <i>[To be coordinated and implemented with Strategy 7.1 of Fisheries & Marine Resources subsector matrix]</i>	●	●	●	●	●	MoFMRA	MoED, MoT
	Action 4.3b: Diversify the tourism industry to expand into guest house tourism, adventure, sports and medical tourism <i>[To be coordinated and implemented with Strategy 6.3 of Tourism subsector matrix]</i>	●	●	●	●	●	MoT	MoED
	Action 4.3c: Review the existing diversification strategy and develop an action based Industrial Development Strategy to identify new sectors and industries that the country can competitively tap into			●	●	●	MoED	MoF, UNDP

Policy 5: Establish a tax regime that is taxpayer friendly and fosters economic diversification

Targets:

Target 5.1: By 2023, taxpayer confidence in the tax administration improved by 20% compared to 2018 levels

Target 5.2: By 2020, income tax is collected

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Revamp the administration of MIRA, and build taxpayer confidence in the tax administration	Action 5.1a: Review and revise tax legislation to remove the powers of MIRA with respect to tax policy decisions, transferring these powers to the Ministry of Finance	●	●				MoF	MIRA, PO, MoED, AGO, People's Majlis
	Action 5.1b: Redesign the taxation system to prevent MIRA from exerting undue influence on auditors	●	●				MoF	MIRA, PO, MoED, AGO
	Action 5.1c: Review and revise the fines and penalties imposed in taxation	●	●				MoF	MIRA
	Action 5.1d: Establish a mechanism to refund taxes paid in excess		●				MIRA	MoF, PO, MoED, AGO
	Action 5.1e: Allow MIRA to issue advance tax rulings		●				MoF	MIRA, PO, MoED, AGO
	Action 5.1f: Improve tax compliance	●	●	●	●	●	MIRA	MoF
Strategy 5.2: Ensure the independence of the Tax Appeal Tribunal and remove the barriers to disputing tax cases	Action 5.2a: Ensure the institutional independence of the Tax Appeal Tribunal, and ensure the constitutional right to a speedy trial <i>[To be coordinated and implemented with Strategy 2.1 & 4.3 of Rule of Law and Judicial Reform subsector matrices]</i>	●	●				MoF	MIRA, PO, MoED, AGO
	Action 5.2b: Revise tax laws to ensure that the MIRA's decisions with respect to all affairs of the taxpayer can be challenged	●	●				MoF	MIRA, PO, MoED, AGO
	Action 5.2c: Revise the provisions in the Tax Administration Act, which requires the payment of taxes prior to tax appeal	●					MoF	MIRA, PO, MoED, AGO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.3: Introduce Personal Income Tax <i>[To be coordinated and implemented with Action 3.2a of Social Protection subsector matrix]</i>	Action 5.3a: Enact the Income Tax Law	●	●	●	●	●	MoF	MIRA, PO, MoED, AGO, People's Majlis
	Action 5.3b: Conduct taxpayer awareness campaigns	●	●	●	●	●	MIRA	MoF, MoED
Strategy 5.4: Review and revise the laws on tax and import duties in line with the Government's developmental agenda	Action 5.4a: Review and revise the Goods and Services Tax Act			●			MoF	MIRA, PO, MoED, AGO, People's Majlis
	Action 5.4b: Revise and reduce import duties to complement the objectives of a broad-based tax regime		●	●			MoF	MIRA, PO, MoED, AGO, MCS



Blue Economy



Caring State

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CARING STATE

Health

By 2023

Overall mortality from cardiovascular diseases, cancers, diabetes, or chronic respiratory diseases



reduced by at least

15%

compared to 2018 level

Essential obstetric services with trained birth attendants and primary care providers are available at all levels of health system



More than **75%**



of medical negligence cases are addressed through regulatory framework

At least **5**



fully functioning tertiary hospitals in Regional Urban Centers (RUCs)



every island has trained community health workers dedicated for home visits to provide health checkups and awareness

sample transfer mechanism is operational in



At least **2** regions

cost of essential medicines



reduced by at least

33%

compared to 2018 level



National Ambulance service established and functional

At least **200**



Primary Healthcare professionals will be trained to provide services at island level



all health facilities digitally connected through a single network



Effective and accessible mechanism for provision of Aasandha coverage for mental health services is functional

Education

By 2023



100%
of identified students with SEN
are reached with special
education programme

Learning gap of the
bottom **30%** is reduced by
more than 50%
compared to 2018 level



All schools have student
friendly ICT infrastructure

90%
of teachers meet teacher
competency standards



All public schools are
single session schools



every school has
psycho-social support
available through trained
counsellors

Higher Education

By 2021

Reduce loan
administrative
fee to



By 2023

Establish **5**
junior colleges in **5**
identified
regions



By 2023

25,000
will be given opportunity to
study under the free first
degree scheme



By 2023

5 state-of-the-art
TVET training
institutions
established in the
5 Regional Urban
Centers (RUCs)



By 2023

National Research Council
will support



upto **30** research projects in
identified priority
areas for national
development

By 2023

Establish **5**
Higher
Education
Facilities **5**
different
regions



Social Protection



By 2021

expand the coverage of Aasandha facilities on critical illnesses and specific chronic diseases to private hospitals and clinics



By 2023

70% of the most eligible are benefitted from a harmonized social protection mechanism

By 2023

2 elderly homes established



in **2** Regions of Maldives

By 2023

3 government subsidized day care centers established



in **3** regions of Maldives

Prevention of Narcotic Abuse & Drug Rehabilitation

By 2021

100 Trainers for substance use prevention and awareness programs certified



By 2023

100% of people seeking substance abuse treatment have immediate access to treatment



By 2023

20 Atolls have certified substance use prevention educators to cover the Atoll Community





CARING STATE

In 2017, the Maldives' Human Development Index (HDI) was 0.717, placing the Maldives at the high human development category, ranking at 101 out of 189 countries and territories.¹ This value puts the Maldives above the average value of 0.684 for Small Island Developing States (SIDS) and above the average value of 0.638 for countries in South Asia. Despite these gains, inequalities in the Maldives continue to grow, especially in the provision of essential services, quality of education and healthcare, and access to basic infrastructure. Addressing these inequalities as recommended in the Human Development Report 2014, requires "innovative financing and service provisioning options, capacity building, and management".

This sector highlights policies that are critical to bridge the growing income and wealth inequality in the country. Inequalities, exacerbated by geography remain a challenge to meaningful development. Policies in the subsectors will aim to narrow the income and wealth gap and also address root causes of such inequalities. While state expenditure on healthcare, education, higher education, social protection are high, to address growing socio-economic problems in the country, the sector needs immediate reforms, especially in the form of targeted programs for the vulnerable.

This sector has five subsectors; (i) Health, (ii) Education, (iii) Higher Education, (iv) Social Protection, and (v) Prevention of Narcotic Abuse & Drug Rehabilitation. The following provides a summary of the key challenges and policy priorities for each of the associated subsectors.

¹ UNDP (2018). Human Development Indices and Indicators: 2018 Statistical Update.

2.1 HEALTH

Maldivian health standards have improved significantly in the past few decades. This includes a higher life expectancy, and a decline in infant mortality rates and a decrease in the maternal mortality ratio.

With urbanization, unsafe food products, and associated life-style and environmental changes, Non-Communicable Diseases (NCDs) are the main cause of morbidity and mortality in the country. In terms of the number of lives lost due to ill-health, disability, and early death (DALYs), NCDs (inclusive of injuries) account for 78% of the total disease burden.² Some of the challenges facing the subsector include centralization of health services, weak and inadequate regulatory mechanisms including poor enforcement of regulatory functions, limited capacity for quality assurance related to food, medicine and health services, poor inter-sectoral cooperation and coordination for health, lack of cohesion in the roles and responsibilities of government institutions on cross cutting issues, lack of effective policies and plans related to healthy aging and migrant health, leakages and wastages in the medical supplies and logistics management system and proliferation of alternative forms of medicine practices. Furthermore, a lack of adequate mental health services remains a challenge throughout the country.

Key policy priorities of the subsector include promoting and advocating a healthy lifestyle with a key focus on primary healthcare and preventive care, strengthening safe motherhood and child health and nutrition programmes, enforcing an appropriate quality assurance and regulatory framework to ensure patient and provider safety, provide access to affordable, all-inclusive and quality health care services, strengthen health care management and modernize services through ICT and strengthen health sector response in emergencies.

Policy 1: Advocate and promote a healthy lifestyle with a key focus on preventive care [M152]

Targets:

Target 1.1: By 2023, overall mortality from cardiovascular diseases, cancers, diabetes, or chronic respiratory diseases reduced by at least 15% compared to 2018 level

Target 1.2: By 2023, Communicable Diseases, Vector and Non-Communicable Diseases' (NCDs) surveillance mechanisms are digitalized and functional

Target 1.3: By 2023, essential obstetric services with trained birth attendants and primary care providers are available at all levels of health system

Target 1.4: By 2023, government spending on public health protection increased by 10% compared to 2018 level

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies	
Strategy 1.1: Strengthen the mechanisms for prevention and control of non-communicable disease	Action 1.1a: Take measures to control diabetes and cardiovascular diseases with interventions to manage clinical risk factors such as cholesterol and hypertension supported by standards and guidelines for patient management [MM8.1.3]	●	●	●	●	●	HPA	MoH, MFDA, IGMH, Private HFs	
	Action 1.1b: Conduct the WHO NCD STEPS survey to determine the prevalence of NCDs and risk factors to inform on necessary preventive measures [MM1.2.5]		●	●			HPA	MFDA, MNU, MoH	
	Action 1.1c: Develop and implement a mechanism for the surveillance of priority NCDs including cancer and disabilities to monitor disease trends through overall health information system [To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]		●	●	●		HPA	NDC, MBS, MoH, MoGFSS, NSPA, MoCST	
	Action 1.1d: Conduct awareness and behaviour change programs to support and empower young people and adults to adopt healthy choices regarding food and beverages, physical activity, tobacco use and social behaviour in partnership with schools and higher educational institutions, clubs and NGOs		●	●	●	●	HPA	MFDA, MoH, HFs, MoHE, MoE, HEIs, NGOs, Local Councils	
	Action 1.1e: Conduct screening and early intervention and rehabilitative programs focusing on chronic conditions such as oral health, blindness and hearing disabilities among children and elderly [M168] [To be coordinated and implemented with Action 1.2d of Education subsector & Action 1.3a of Social Protection subsector matrices]				●	●	●	HPA	MoE, NGOs, Local Councils, NSPA, MoGFSS, HFs, NGOs, MoH
	Action 1.1f: Review and implement initiatives to; monitor and evaluate NCDs, screen for cancers and prevent childhood obesity across the country		●	●	●			HPA	MoH

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
	Action 1.1g: Review and implement the national food and nutrition strategy		●	●	●	●	HPA	MFDA, MoH
	Action 1.1h: Conduct a total diet study		●				MFDA	HPA, MoH, MoFMRA, MoHE
	Action 1.1i: Review and implement food safety policy		●	●	●	●	MFDA	HPA, MoFMRA, MoED, MNU, NGOs, Local Councils, MoH
	Action 1.1j: Improve regulation and introduce quality control mechanism for locally produced and imported food <i>[To be coordinated and implemented with Strategy 1.4 of Agriculture subsector matrix]</i>		●	●	●		MFDA	MoFMRA, HPA, MoED, MNU, NGOs, Local Councils, MoH, AGO
	Action 1.1k: Expand cancer diagnostics services specially in Histopathology and Cytology	●	●	●	●	●	HPA	MoH, PALS

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.2: Strengthen the programmes for prevention and control of communicable diseases, and prevent re-emergence and introduction of new communicable diseases [HMP Strategic Input Area 2.3]	Action 1.2a: Ensure sufficient availability of flu vaccines prior to the flu season and strengthen the mechanisms and procedures to prepare for the flu seasons and epidemics [MM1.3.9]	●	●	●	●	●	HPA	Dhamanaveshi, MoH, STO, MoH
	Action 1.2b: Intensify measures to prevent spread of vector borne diseases such as dengue fever including inter sectoral action for eliminating mosquito breeding sites, clean-up campaigns, vector surveillance and implement innovative strategies to halt disease transmission and control mosquitos [MM1.3.10]	●	●	●	●	●	HPA	MoH, Local Councils, MoE, MACI, MoNPI
	Action 1.2c: Develop and implement a mechanism for surveillance of notifiable and communicable diseases linking public and private healthcare providers to enable timely action to prevent and control outbreaks through overall health information system <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>	●	●	●	●	●	HPA	NDC, MoH, MoCST
	Action 1.2d: Provide adequate supply of vaccines for national program, conduct nationwide capacity building programs for vaccine handling staff and ensure high vaccine coverage through awareness, monitoring and empowering families	●	●	●	●	●	HPA	MoH , Dhamanaveshi, HFs
	Action 1.2e: Implement measures for elimination of identified diseases (leprosy/TB) and to maintain the status of those already eliminated from the country	●	●	●	●	●	HPA	MoH, HFs
	Action 1.2f: Develop and implement a national program for prevention and control of TB/HIV/STI targeted to local and foreign residents and pre-entry and regular screening of foreign workers	●	●	●	●	●	HPA	MoH, HFs, MoED, Immigration
	Action 1.2g: Monitor health impacts of climate change and re-orient programs to address emerging diseases and health impacts	●	●	●	●	●	HPA	MNU, MoH, HFs
	Action 1.2h: Develop and strengthen Antimicrobial Resistance (AMR) surveillance system and standardize microbiological testing in all regions of the country				●	●	●	MFDA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.3: Broaden policy interventions to promote healthy lifestyle [M148, MM1.2.1]	Action 1.3a: Provide additional resources for health awareness programs on preventing use of unhealthy products through allocation from taxation on unhealthy products such as tobacco, e-cigarettes (ENDS) and high sugar beverages [MM1.2.4]	●	●	●	●	●	HPA	MFDA, MoF, MIRA
	Action 1.3b: Review and enforce regulatory frameworks and policies to discourage the consumption and promotion/ advertising of unhealthy products including targeted programs for school children and young adults	●	●	●	●	●	HPA	MoH, MFDA, AGO, MoE, MoHE
	Action 1.3c: Establish mechanisms for monitoring the extent of enforcement of regulation on tobacco and impact on tobacco use prevalence in the country	●	●	●	●	●	HPA	Local Councils, HF, MPS, MoED
	Action 1.3d: Implement taxation and pricing measures on unhealthy food and beverages	●	●	●	●	●	HPA	Local Councils, HF, MoF, MIRA, MFDA, MoH, MoED
	Action 1.3e: Advocate for enforcement of occupational health, health and safety and accessibility regulations for workplaces and public spaces	●	●	●	●	●	HPA	Local Councils, HF, MoHUD, MoED, MoNPI, MoTCA, MoYSCE, MPS
	Action 1.3f: Improve coordination for regulation and monitoring of chemical use that impact on health from chemical use (insecticides, pesticides, fertilizers, healthcare and hazardous chemicals) in the country <i>[To be coordinated and implemented with Action 1.1I of Environmental Protection and Preservation subsector matrix]</i>	●	●	●	●	●	MFDA	MNDF, HPA, MoD, HF, MoFMRA, MoEn

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.4: Strengthen safe motherhood and child health and nutrition programmes to build a better foundation for a healthy generation	Action 1.4a: Introduce additional essential vaccines and supplementations as part of the national safe motherhood and child health programme including scaling up of HPV Vaccination program to include young boys with quadri/nano-valent vaccine	●	●	●	●	●	HPA	Dhamanaveshi, HF's,
	Action 1.4b: Establish SOPs for early diagnosis of structural and non-structural disabilities prenatally and at birth [MM4.3.1]		●	●			HPA	Hospitals
	Action 1.4c: Coordinate with Ministry of Education to improve the student health monitoring mechanism at schools for early detection of growth and nutrition problems, disabilities and diseases [MM1.2.3] [To be coordinated and implemented with Action 4.7a of Education subsector matrix]	●	●	●	●	●	HPA	MoE ,MoH
	Action 1.4d: Facilitate exclusive breastfeeding and advocate for provision of affordable nutritious food for infants, young children and targeted education of families [M163]	●	●	●	●	●	HPA	MoE ,MoH, HF's, Local Councils
	Action 1.4e: Provide essential obstetric services at all levels of health system with trained birth attendants and primary care providers with referral procedures to seek specialist advice and care in obstetric and neonatal emergencies	●	●	●	●	●	MoH	All government HF's
	Action 1.4f: Provide emergency obstetric and neonatal services at hospitals with standard management guidelines and operating procedures for provision of care	●	●	●	●	●	MoH	All government Hospitals
	Action 1.4g: Monitor and investigate maternal and infant deaths, near-misses and maternal morbidities to facilitate future service improvements	●	●	●	●	●	HPA	HF's
	Action 1.4h: Organise outreach child immunization campaigns in atolls/islands where immunization coverage is very low	●	●	●	●	●	HPA	MoH, UNICEF
	Action 1.4i: Facilitate authorities to establish private corners for breastfeeding in public places	●	●	●	●	●	MoH	UNICEF

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.5: Strengthen reproductive health policies and programmes to address ASRH, RH cancers, and better access to reproductive health commodities [HMP Strategic Input Area 2.2 and 2.4]	Action 1.5a: Conduct programmes for young people to impart correct knowledge and promote safe sexual and reproductive behaviour and practices among their peers through schools, higher education institutions and other youth programmes	●	●	●	●	●	HPA	HF, MoE, MoHEHEIs, MoYSCE, UNFPA
	Action 1.5b: Provide age and gender appropriate reproductive health services to adolescents and young people including migrant workers	●	●	●	●	●	HPA	HF, MoYSCE, NGOs, UNFPA, Immigration
	Action 1.5c: Conduct regular training programmes at health facilities to implement Reproductive, Maternal, New born, Child and Adolescent Health (RMNCAH)	●	●	●	●	●	HPA	MoGFSS, MPS, UNFPA, Local Councils, HF
	Action 1.5d: Provide easy access to reproductive health commodities and technologies through health facilities, NGOs	●	●	●	●	●	HPA	HF, Pharmacies, UNFPA
Strategy 1.6: Develop and implement programmes to empower communities in promoting healthy lifestyle and in creating an enabling environment for healthy choices and practice of healthy behaviours	Action 1.6a: Define the role of local councils to collaboratively work with MoH on supporting public health functions at local level [M152] <i>[To be coordinated and implemented with Strategy 2.1 of Decentralization subsector matrix]</i>	●	●	●	●	●	MoH	LGA, Local Councils, HPA, MFDA, MoF, PO, MoYSCE
	Action 1.6b: Develop a migrant health policy and conduct health education programmes targeted to migrant population	●	●	●	●	●	HPA	NGOs, Embassies, Local Councils, Immigration, LRA, MoH, IOM, MRC
	Action 1.6c: Develop and implement health awareness campaigns on priority health issues and provide reliable and accurate health information to the community through multiple media sources	●	●	●	●	●	HPA	MBS, Dhamanaveshi, NGOs, MoH, Media, MFDA, MBC, MMC

Policy 2: Establish and enforce appropriate quality assurance and regulatory framework to ensure patient and provider safety

Targets:

Target 2.1: By 2023, all health service facilities meet the requirements of the health facility grading

Target 2.2: By 2023, more than 75% of medical negligence cases are addressed through regulatory framework

Target 2.3: By 2023, at least minimum 1 audit of Quality standards have been done for each health facility

Target 2.4: By 2023, Laboratory Capacity for quality testing of medicines and medicinal products at MFDA is established

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 2.1: Develop legal framework for quality assurance and regulation of the medical and public health services	Action 2.1a: Enact necessary legislations on health services including legislation on medical negligence on a no fault compensation modality with regulations for the Health Services Act tailored to include a tribunal to hear the cases [MM1.6.1] [A19]	●	●	●	●	●	MoH	AGO, Councils (Medical, Nursing and Allied Health Professionals) MFDA, HPA, MBS, People's Majlis, Dhamanaveshi NGOs
	Action 2.1b: Revise health facility grading criteria and ensure all health facility services meet the requirements of health facility grading [P74, P75, P76, P87, P89, P90, P91, P92, P93, P94, P95, P96, P97, P98, P99, P100, P102, P104, P105, P106]	●	●	●	●	●	MoH	HF, HPA, MFDA, MBS
	Action 2.1c: Develop legal and regulatory framework for the practice of telemedicine	●	●				MoH	AGO, IGMH, HF
	Action 2.1d: Enforce regulation and develop SOPs on healthcare and hazardous waste		●	●	●	●	HPA	MoH, HF
	Action 2.1e: Develop and implement quality standards for delivering different health care services and build capacity to audit them	●	●	●	●	●	MoH	HPA, HF
	Action 2.1f: Assess the efficiency of health service delivery	●	●	●	●	●	MoH	HPA, HF
	Action 2.1g: Develop a monitoring mechanism to establish and ensure effectiveness of community health services at all levels [M152]		●	●	●	●	MoH	HPA, MFDA, HF

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
	Action 2.1h: Mandate and regulate establishment of Patient Safety and Quality improvement mechanisms in all health service facilities with set standards and guidelines and regular reporting to Ministry of Health		●	●	●	●	MoH	HF's
	Action 2.1i: Implement National Laboratory Policy and the National Patient Safety Policy		●	●	●	●	MoH	HF's, PALS, Maldivian Medical Association, Maldivian Nurses Association
Strategy 2.2: Strengthen functioning of medical council and other health regulatory bodies [MM1.6.3]	Action 2.2a: Introduce necessary legislative amendments to strengthen standard operating procedures of health regulatory bodies and health professionals [MM1.6.3]	●	●	●	●	●	MoH	AGO, People's Majlis, MAHC, MMDC, MNMC
	Action 2.2b: Establish a licensing / registration and regulatory body for traditional and alternative medicines		●	●			MFDA	MoH MAHC
	Action 2.2c: Establish system for maintaining ethical conduct of health professionals along with protection mechanisms from undue negligence claims				●	●	●	MoH
Strategy 2.3: Enhance the functioning of MFDA to ensure that quality of pharmaceuticals meets international standards [MM1.3.5, M150]	Action 2.3a: Enact and implement Food Act and other relevant regulations and build the capacity of MFDA	●	●	●	●	●	MFDA	AGO, People's Majlis
	Action 2.3b: Develop a monitoring and quality assurance mechanism for pharmaceutical drugs imported into Maldives to ensure internationally recognized standards of pharmaceutical quality and practice rational use of medicines	●	●	●	●	●	MFDA	MoED

Policy 3: Provide access to affordable, all-inclusive and quality health care services [P77]

Targets:

Target 3.1: By 2023, at least 5 fully functioning tertiary hospitals established in Regional Urban Centres (RUCs)

Target 3.2: By 2023, every island has trained community health workers dedicated for home visits to provide health check-ups and awareness

Target 3.3: By 2023, Traditional Medicine Institute is established

Target 3.4: By 2023, sample transfer mechanism is operational in at least 2 regions

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 3.1: Introduce a coordinated mechanism of care from primary care to secondary and tertiary care [HMP Strategic Input Area 3.1, 3.2]	Action 3.1a: Ensure availability of the service of a doctor in every island [MM1.3.3, M149]	●	●	●	●	●	MoH	HF
	Action 3.1b: Establish protocols for easy access to diagnostic services through effective sample transport and receipt of results [To be coordinated and implemented with Strategy 2.1 of Transport Network subsector matrix]		●	●	●	●	MoH	MoTCA, MoNPI, HF
	Action 3.1c: Establish emergency referral links for patient transfer with health facilities within the country in coordination with the social health insurance provider		●	●	●	●	MoH	Aasandha, NSPA, MNDF
	Action 3.1d: Collaborate with Maldives Police Service (MPS) to support forensic medical processes including post-mortem examination and forensic analysis of human samples [To be coordinated and implemented with Action 4.4c of National Security and Public Safety subsector matrix]		●	●	●	●	MoH	HPA, MPS
Strategy 3.2: Reorganize health care provision towards revitalizing community health workers to play an enhanced role as part of the primary health care team focusing on case finding, prevention and promotion [MM1.2.2, M148]	Action 3.2a: Enhance the role of Community health workers and build capacity to promote healthy lifestyle and health education by reviewing the service mandate of community health workers and assigning key responsibilities	●	●	●	●	●	MoH	MoH, HPA, MFDA, Dhamanaveshi
	Action 3.2b: Establish a mechanism for community health workers to regularly visit homes for health check-up and awareness [M152]	●	●	●	●	●	MoH	HPA, Dhamanaveshi

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 3.3: Establish quality health care facilities across the country (in line with national spatial planning) [P88, P101]	Action 3.3a: Establish tertiary hospitals/specialised hospitals in 5 regions and selected locations in line with National Spatial Plan [MM1.4.1, M149, P103, MM1.4.2, M149]	●	●	●	●	●	MoH	MoNPI
	Action 3.3b: Develop laboratory and X-ray facilities at health facilities in line with the National Spatial Plan [MM1.4.4, P95, P98]	●	●	●	●	●	MoH	MoF, MoNPI
	Action 3.3c: Develop health service capacity and mechanisms to support national efforts to address gender-based violence [To be coordinated and implemented with Action 2.3c of Gender Equality subsector matrix]	●	●	●	●	●	MoH	MoGFSS, HPA, NGOs
	Action 3.3d: Develop and implement a plan to reduce the carbon foot print in all health care services in alignment with national strategies [To be coordinated and implemented with Strategy 1.2 of Environmental Protection & Preservation subsector matrix]				●	●	●	MoH
Strategy 3.4: Optimize use of transportation system to atoll and regional hospitals [MM1.4.4, M149]	Action 3.4a: Provide efficient transport access from primary to tertiary care [P98, P101] [To be coordinated and implemented with Strategy 2.1 of Transport Network subsector matrix]	●	●	●			MoTCA	MoH, MoNPI, HFs
Strategy 3.5: Strengthen the policies to address thalassemia and related issues and ensure access to necessary treatment across the country [MM1.3.14, P83]	Action 3.5a: Study trends and revise National thalassemia policies and develop a national thalassemia prevention, control and multidisciplinary care and management program that includes mass population screening (12 to 35 years covering all inhabited islands), genetic counselling, awareness and education to reduce the number of thalassemia births	●	●	●	●	●	MBS	MoH, HFs, SHE, MTS
	Action 3.5b: Standardize and improve quality of care for all thalassemia patients and align the national thalassemia treatment guidelines to international standards	●	●	●	●	●	MBS	SHE, MTS, MoH, IGMH
	Action 3.5c: Build capacity of health professionals on control and management of thalassemia and conduct independent awareness programs in islands	●	●	●	●	●	MBS	MoH
	Action 3.5d: Ensure that medicines for thalassemia treatment are always available from the islands they reside in	●	●	●	●	●	MBS	MoH, Pharmacies, HFs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
	Action 3.5e: Establish blood banking services mediated by voluntary blood donations at selected islands (in line with national spatial plan)		●	●	●	●	MBS	MoH, HFs, MoNPI
	Action 3.5f: Establish MRI T2* investigation service at central level		●	●	●	●	MoH	HFs
	Action 3.5g: Establish DNA analysis for conformation of Thalassemia and other Hemoglobinopathies at MBS/IGMH		●	●	●	●	MBS	MoH, IGMH
	Action 3.5h: Establish Pre-natal Diagnosis (PND) service at central level		●	●	●	●	MBS	MoH, HFs
	Action 3.5i: Develop, review and implement standards and regulations related to blood banking, transfusion testing, transfusion related research and blood transfusion	●	●	●	●	●	MoH	AGO, PALS, Maldivian Medical Association, Maldivian Nurses Association
Strategy 3.6: Strengthen policies and programs to provide better access to medical treatments and other relevant assistance for Persons With Disabilities (PWDs), elderly and people with long-term illnesses [MM1.3.11, MM1.3.12, HMP Strategic Input Area 2.5]	Action 3.6a: Establish a sustainable mechanism to provide care and treatment for children with special needs [MM1.3.11, MM1.3.13, P82]		●	●	●	●	MoH	MoGFSS, NSPA, HFs, NGOs
	Action 3.6b: Establish a mechanism to ensure availability of affordable rehabilitation services for PWDs		●	●	●	●	MoH	MoGFSS, Aasandha, HFs, NGOs
Strategy 3.7: Promote and strengthen traditional and complementary medicine	Action 3.7a: Establish a traditional and complementary medicine centre [MM1.3.6, M150]		●	●	●	●	MFDA	MoH, MoHE
	Action 3.7b: Establish standards for provision of alternative and traditional medicine and promote good practice		●	●	●	●	MFDA	MoH
	Action 3.7c: Strengthen traditional medicine courses	●	●	●	●	●	MoHE	MoH, HEIs

Policy 4: Strengthen health care management to ensure efficiency and effectiveness in service provision**Targets:**

Target 4.1: By 2023, all hospitals have competent Managers with skills and experience in health service management

Target 4.2: By 2023, Maldivian medical specialists in tertiary level hospitals increased by at least 20% compared to 2018 level

Target 4.3: By 2023, cost of essential medicines reduced by at least 33% compared to 2018 level

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 4.1: Strengthen capacity of health system management	Action 4.1a: Develop and implement an effective management model for hospitals and health centres		●	●	●		MoH	
	Action 4.1b: Develop and implement a human resource development plan for health system management across the country			●	●	●	MoH	MoHE, HEIs
	Action 4.1c: Build capacity in health priority areas including Health Administration and Health Information Systems to strengthen management and administration of health sector institutions and health care facilities to ensure effective use of available health workforce <i>[To be coordinated and implemented with Action 2.3b of Independent Institutions & Public Service Reform subsector matrix]</i>		●	●	●	●	MoH	MoH, HFs, PSTI, HEIs
	Action 4.1d: Identify national health research priority areas and conduct regular research such as demographic health surveys, national health accounts and other research to support evidence-based policy to address national health information needs		●	●	●	●	MoH	HPA, MFDA, MNU, NRC
	Action 4.1e: Conduct regular audit of the national health expenditures to identify ways to improve efficiency of the health system		●	●	●	●	MoH	HPA, MFDA, MBS
Strategy 4.2: Strengthen financial sustainability of the health system and strengthen the monitoring of national health expenditure including reforms to the procurement for medical equipment and consumables <i>[HMP Strategic Input Area 1.4]</i>	Action 4.2a: Establish an efficient procurement mechanism for medical equipment and consumables <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>		●	●	●		MoF	NDC, MBS, STO, MFDA, MoH
	Action 4.2b: Develop an efficient and effective mechanism to provide medical consumables for hospitals and health centres in islands		●	●			MoH	STO, Pharmacies

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 4.3: Ensure uninterrupted supply of quality essential medicines, vaccines and medical products, technologies and other medical supplies [HMP Strategic Input Area 3.4, P85]	Action 4.3a: Establish an nationwide online inventory system of medicines, vaccines, medical products and technology to ensure availability by strengthened forecasting and timely procurement through overall health information system for Government health facilities <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>		●	●			MoH	HPA, MFDA, STO, Pharmacies, NDC
	Action 4.3b: Promote need-based health care utilization and effective use of over-the-counter medicines for minor ailments		●	●			MFDA	MoH, HPA, HFs
	Action 4.3c: Establish a mechanism to reduce cost of essential medicines by introducing generic drugs and a dispensing mechanism in the public health care system and for drugs covered under social health insurance scheme		●	●	●	●	MFDA	MoH, STO, Pharmacies
	Action 4.3d: Establish a central medical store to maintain a contingency stock and prevent stock outs and support national emergencies		●	●	●	●	MoH	HFs, HPA
	Action 4.3e: Establish an online inventory of medical equipment products and tools and implement a preventive maintenance programme through overall health information system <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>		●	●	●	●	MoH	NDC, HFs
	Action 4.3f: Establish bio-medical engineering unit in central and all tertiary hospitals to provide uninterrupted and continued support to health care facilities		●	●	●	●	MoH	HFs

Policy 5: Strengthen the response of health system in emergencies**Targets:***Target 5.1: By 2023, Central Call Centre established**Target 5.2: By 2023, core capacities for responding to international health emergencies established and operational**Target 5.3: By 2023, contingency plans to deliver medical care in situations of disasters and emergencies where health facilities affected are established*

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 5.1: Establish national ambulance system [MM1.3.7, P81]	Action 5.1a: Establish National Call Centre for medical emergencies with a single call number	●	●				MoH	HPA, Aasandha, MNDF, MPS, IGMH, MRC
	Action 5.1b: Develop and implement a mechanism to upgrade ambulance services through land, air and sea transfers linked with centre call centre	●	●	●	●	●	MoH	Aasandha, MNDF, MPS, IGMH, MRC
	Action 5.1c: Establish paramedic services across the country and train medical emergency technicians/paramedics [MM1.3.8, P81] <i>[To be coordinated and implemented with Action 2.5e of Higher Education subsector matrix]</i>	●	●	●	●	●	MoH	MoHE, HEIs, HFIs, MRC

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 5.2: Establish capacity for health and medical response in national disasters and emergencies [HMP Strategic Input Area 3.6]	Action 5.2a: Strengthen implementation of a health sector response plan and standard operating procedures for disasters and more frequent emergencies in alignment with national disaster management plans <i>[To be coordinated and implemented with Action 1.4a of Resilient Communities and Action 1.2a of National Security & Public Safety subsector matrices]</i>		●	●	●		MoH	NDMA, HPA, MNDF, MRC
	Action 5.2b: Develop rapid response teams in national and local levels as first responders and conduct regular drills to maintain necessary skills and effectiveness of the response <i>[To be coordinated and implemented with Strategy 4.1 of Resilient Communities and Action 1.2c of National Security & Public Safety subsector matrices]</i>		●	●	●		MoH	MNDF, NDMA, HPA, MRC
	Action 5.2c: Implement activities of the Health Emergency Operational Plan to deliver health care services in situations where health services get disrupted in disaster or emergency situations <i>[To be coordinated and implemented with Action 5.1c of Resilient Communities and Action 1.2a of National Security & Public Safety subsector matrices]</i>		●	●	●		HPA	MNDF,NDMA, MoH, MRC
	Action 5.2d: Conduct trainings to build capacity within the health sector to respond to public health emergencies such as outbreaks, epidemics and pandemics		●	●	●		HPA	MoH, PSTI, NDMA
	Action 5.2e: Strengthen partnership with Maldivian Red Crescent and other non-governmental bodies to develop health sector preparedness and responses in provision of relief, rehabilitation and mitigation in disasters and emergencies through MOUs and agreements		●	●	●		HPA	MRC, CSOs, MoH

Policy 6: Modernize the provision and management of health care services through digital technology**Targets:**

Target 6.1: By 2023, all health facilities digitally connected through a single network

Target 6.2: By 2023, Vital Registration System digitalized and integrated across different health providers

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 6.1: Introduce telemedicine services to ensure greater accessibility to quality health care [MM1.3.4, M151]	Action 6.1a: Build IT expertise to run telemedicine services	●	●	●	●	●	MoH	IGMH, MBS, MoCST, NDC
	Action 6.1b: Build infrastructure in health facilities to provide telemedicine services [To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]	●	●	●	●	●	MoH	NDC, MoF, MoCST
Strategy 6.2: Connect all government hospitals and health centres through a single network [M149, MM1.4.3]	Action 6.2a: Develop IT infrastructure for health network (Telemedicine, Fibre network and other hardware) [To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]	●	●	●	●	●	MoH	NDC, MoF, MoCST
	Action 6.2b: Develop a health data repository including backup system [To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]		●	●	●	●	MoH	NDC, MoCST
	Action 6.2c: Build IT capacity at all levels, to support digitalisation initiatives	●	●	●	●	●	MoH	MoCST, PSTI
Strategy 6.3: Develop and integrate health data management systems within health network to enable timely surveillance of diseases, births and deaths, morbidity patterns as well as social determinants of health [HMP Strategic Input Area 3.3] [To be coordinated and implemented with Policy 2 and Strategy 3.2 of ICT subsector matrix]	Action 6.3a: Digitalize all laboratory services [M149, MM1.4.3]	●	●	●	●	●	MoH	NDC, MoCST
	Action 6.3b: Digitalize monitoring of international projects, plans and policies		●	●	●	●	MoH	NDC, MoCST
	Action 6.3c: Digitalize foreign migrants health information prior to their entry into the country		●	●	●	●	HPA	NDC, HPA, Immigration, MoCST
	Action 6.3d: Expand the health information management system to cater to current needs		●	●	●			HPA, MBS, IGMH, HFs, MoCST
	Action 6.3e: Expand digitization of the vital registration system by linking different health care providers		●	●	●	●	LGA	NDC, MoH, IGMH, Local Councils, MoCST, DNR
	Action 6.3f: Build human resource capacity in the area of health information management, health statistics and research		●	●	●	●	MoHE	HEIs, MoH, PSTI

Policy 7: Build and retain a competent, professional health service workforce [P88]

Targets:

Target 7.1: By 2023, at least 200 Primary Healthcare professionals trained to provide services at island level

Target 7.2: By 2023, job and salary structure of health workers and nurses reviewed and enforced

Target 7.3: By 2023, effective mechanisms in place to track fulfilment of contractual obligation of government funded trainings

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies	
Strategy 7.1: Invest in training and retention of a professional and ethical health workforce [MM1.5.1, HMP Strategic Input Area 3.5] <i>[To be coordinated and implemented with Action 2.5e of Higher Education subsector matrix]</i>	Action 7.1a: Develop health professionals as per national health workforce requirements		●	●	●	●	MoHE	MoH, MNU, HFs, HEIs	
	Action 7.1b: Develop and implement a recruitment retention policy of health professionals including rural recruitment and retention of local healthcare professionals		●	●			MoH	MoHE	
	Action 7.1c: Train locals (including in-service training for health professionals) in areas of special needs and rehabilitation in health facilities [MM4.3.5, MM4.3.2]			●	●	●	●	MoH	HEIs, MoHE
	Action 7.1d: Develop health workforce to support equitable distribution of health professionals with an appropriate skill mix, for defined services			●	●	●	●	MoH	MoHE, HEIs
	Action 7.1e: Train locals in primary health care and build capacity of primary health workers to improve their skill level			●	●	●	●	MoH	MoHE, MNU, Private Colleges & Universities
	Action 7.1f: Develop specialized trainings for mental health [MM1.4.6]		●	●	●	●	●	MoH	MoHE, HPA, HEIs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 7.2: Review and strengthen the employment arrangements for local health professionals	Action 7.2a: Facilitate employment opportunities for trainees within the region they live [MM1.5.3, M151]	●	●	●	●	●	MoH	CSC, HEIs, MoED
	Action 7.2b: Review job structure and salary structure of health professionals including a technical structure with a career path for primary healthcare professionals [MM1.5.2, P84] [MM1.5.2, P108] <i>[To be coordinated and implemented with Action 2.1b, 2.1e of Independent Institutions & Public Service Reform subsector matrix]</i>	●	●	●	●	●	MoH	NPC, CSC, MoF
	Action 7.2c: Strengthen performance appraisal system and advocate to establish a reward system in order to enhance workforce productivity and retention of qualified staff <i>[To be coordinated and implemented with Action 2.1c of Independent Institutions & Public Service Reform subsector matrix]</i>	●	●	●	●	●	MoH	CSC

Policy 8: Ensure mental health is socially accepted, promoted and protected, and people with mental disorders have access to high-quality care, and are free from stigmatization and discrimination

Targets:

Target 8.1: By 2023, at least 1 specialized centre for providing inpatient care for mental health established

Target 8.2: By 2023, effective and accessible mechanism for provision of Aasandha coverage for mental health services is functional

Target 8.3: By 2023, psychiatric services available in 5 RUCs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 8.1: Develop a robust leadership and governance structure for mental health service [NMHSP-2021]	Action 8.1a: Develop a rehabilitative care facility for mental health patients [MM1.4.6]		●	●	●	●	IGMH	HPA , MoH
	Action 8.1b: Establish an effective and accessible mechanism for provision of Aasandha coverage for mental health services [P80] [To be coordinated and implemented with Strategy 1.1 of Social Protection subsector matrix]		●	●	●	●	Aasandha	NSPA, MoGFSS, MoH
	Action 8.1c: Ensure uninterrupted supply of psychiatric and controlled drugs for mental health patients	●	●	●	●	●	HPA	MoH, STO
	Action 8.1d: Establish a multi-sectoral committee at national level for promotion, prevention and management of mental disorders [NMHSP-2021] [To be coordinated and implemented with Action 2.1h of Youth subsector matrix]	●	●				HPA	Dhamanaveshi, MoH, MoYSCE,NGOs, CSGs
Strategy 8.2: Integrate mental health services with the existing health care system [NMHSP-2021]	Action 8.2a: Expand and extend the services of National Mental Health Centre to atolls [MM1.4.5, P80] [MM1.2.7]	●	●	●	●	●	MoH	HPA, IGMH, Dhamanaveshi
	Action 8.2b: Provide psychiatric services in all regions	●	●	●			MoH	HPA, HFs, MoNPI
	Action 8.2c: Establish mental health counselling service in all Atolls [MM1.2.7]		●	●	●		MoH	HFs
	Action 8.2d: Establish legal framework on mental health [MM1.6.2]		●	●	●		MoH	HPA, People's Majlis

Policy 9: Strengthen health system governance and stewardship**Targets:**

Target 9.1: By 2023, All political actors in health sector sensitized on health sector laws, international obligations and standards

Target 9.2: By 2023, Internationally supported projects are monitored through electronic systems

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 9.1: Ensure sustainability and efficiency of other components of health system	Action 9.1a: Sensitize and build capacity of health facility managers on regulatory mechanism, standardization of health services, monitoring service performance and quality	●	●	●	●	●	MoH	HPA, MFDA
	Action 9.1b: Conduct annual coordination and joint planning exercise to support alignment of activities to national goals	●	●	●	●	●	MoH	HF's
	Action 9.1c: Establish and strengthen collaborative partnership with international partners and local NGOs and institutions to support health sector programmes and services	●	●	●	●	●	MoH	MoF, MoFA
	Action 9.1d: Conduct monitoring of programmes/international, regional and national targets and frameworks	●	●	●	●	●	MoH	MoGFSS, MoFA

2.2 EDUCATION

In the area of education, Maldives has made impressive strides, in particular in the area of primary and lower secondary education. The overall primary and secondary Net Enrolment Rate (NER) remain high.

Despite these achievements, the system faces the challenge of a sharp drop in enrolment in Higher Secondary Education. The NER for Higher Secondary Education is 44.5%, with 50.4% for girls and 38.9% for boys in 2018³. Challenges also exist in students having to travel to other islands to seek higher secondary and tertiary education. The quality of education at all levels is another major policy challenge for the Maldives.

Other systemic challenges include difficulties in recruiting qualified principals, teachers, counsellors, health assistants and teachers for newly introduced subjects, limited expertise in Preschool education programming, curricula, monitoring, and evaluation. Since teacher training and preparation has not been aligned with the implantation of the new curriculum, there are several gaps in teacher allocations for different subject areas. The majority of students follow business stream due to unavailability of science stream in their residential islands, and as such the percentage of students going on to higher education in Science, Technology, Engineering and Mathematics (STEM) subjects is low, although there is a higher demand for STEM educated graduates in the local industries.

Key policy priorities of the subsector include provision of equitable access and completion from K to 12, especially for girls and boys, children with special education needs (SEN), children at risk, reducing the learning gap, enhancing teaching and leadership qualities, strengthening the administration of the education system, facilitating a learning environment to ensure provision of a holistic education, strengthening education governance and integrating vocational education in the school system.

³ National Bureau of Statistics (2018). Statistical Yearbook (2018).

Policy 1: Ensure equitable access and completion from K to 12, especially for children with special education needs (SEN) and at risk of failing /dropping out [ESP 2019 -2023 1.1, M133, P113, P115, P121, P131, P133]

Targets:

Target 1.1: By 2023, a robust monitoring mechanism exists to track progress of children at risks

Target 1.2: By 2023, 100% of identified students with SEN are reached with special education programme

Target 1.3: By 2023, educational programmes conducted for children with exceptionalities and SEN through early identification, diagnosis and targeted interventions strengthened

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.1: Develop a framework to address the gender gap in access to education [ESP 2019 -2023 1.1:1]	Action 1.1a: Conduct a study to identify the reasons for gender gap in access to education		●	●			MoE	UNICEF, MoGFSS
	Action 1.1b: Develop and implement a monitoring programme to ensure access by creating additional learning pathways for those who may opt not to enrol			●		●	MoE	UNICEF, MoGFSS
	Action 1.1c: Review existing data and information on the achievement gaps between the results of grades 10 and 12 and identify factors inhibiting learning and progression			●		●	MoE	UNICEF, MoGFSS

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.2: Integrate the monitoring of children at risk of failing /dropping out, into the Maldives Education Management Information System (MEMIS) to improve the implementation of policies on children at risk [ESP 2019 -2023 1.1:2] <i>[To be coordinated and implemented with Action 2.2a of Youth subsector matrix]</i>	Action 1.2a: Review, revise and make alternative pathways (especially the Dhasvaaru programme) more attractive for students, and improve selection of students, subjects offered and managing of the programmes	●	●	●	●	●	MoE	MoGFSS, UNICEF Teachers Association
	Action 1.2b: Develop study support services, such as career guidance, mentorship, and counselling in schools	●	●	●	●	●	MoE	MoGFSS, UNICEF, MoH
	Action 1.2c: Develop and conduct a literacy and numeracy programme in relevant key stages starting from Foundation Stage, that emphasizes screening children with learning difficulties, and introduce interventions to rectify them (addressing the results of the NALO and External School Reviews)	●	●	●	●	●	MoE	MoGFSS, UNICEF, MoH
	Action 1.2d: Continue the risk assessment as part of the school health screening and developmental screening programme <i>[To be coordinated and implemented with Action 1.1e of Health subsector matrix]</i>	●	●	●	●	●	MoE	MoGFSS, UNICEF, MoH
	Action 1.2e: Conduct developmental milestone screening for all the children	●	●	●	●	●	MoE	MoGFSS, UNICEF, MoH
	Action 1.2f: Conduct screening for Learning Difficulty (LD) – foundation stage	●	●	●	●	●	MoE	MoGFSS, UNICEF, MoH
	Action 1.2g: Develop student progress mechanism for children with SEN	●	●				MoE	MoGFSS, UNICEF, MoH
	Action 1.2h: Train stakeholders on implementing alternative pathways programme in school and out of school		●	●	●	●	MoE	MoGFSS, UNICEF, MoH

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.3: Develop and implement the flexible and additional frameworks/ pathways established for students with SEN, exceptionalities, at-risk, and out-of-school children with a particular focus on outer islands [ESP 2019 -2023 1.1:3]	Action 1.3a: Develop policy on learning pathways	●	●				MoE	MoGFSS, MoH, MQA, UNICEF
	Action 1.3b: Develop modules and conduct in-service training on assessment and early intervention	●	●	●	●	●	MoE	MoGFSS, MoH, MQA, UNICEF
	Action 1.3c: Develop a module and collect enrolment data of students in additional learning pathways through MEMIS		●	●	●	●	MoE	MoGFSS, MoH, MQA, UNICEF, NDC
	Action 1.3d: Develop policies and procedures for the establishment of flexible and additional learning pathways for students with exceptionalities	●	●				MoE	MoGFSS, MoH, MQA, UNICEF
	Action 1.3e: Identify patterns of students' instructional needs (based on lowest results) for remedial education	●	●	●	●	●	MoE	MoGFSS, MoH, MQA, UNICEF
	Action 1.3f: Develop and apply learning framework (for students with SEN: curriculum and learning pathways)		●	●			MoE	MoGFSS, MoH, MQA, UNICEF
	Action 1.3g: Initiate medical check-ups in schools, commencing at the appropriate/practical grade level, in addition to school health screening		●	●	●	●	MoE	MoGFSS, MoH, MQA, UNICEF
	Action 1.3h: Develop learning pathways and curriculum adaptation materials for children with SEN	●	●				MoE	MoGFSS, MoH, MQA, UNICEF
	Action 1.3i: Introduce "outreach programme" and school-based therapy for children with SEN to schools	●	●				MoE	MoGFSS, MoH, MQA, UNICEF
	Action 1.3j: Establish an early identification and intervention system		●	●			MoE	MoGFSS, MoH, MQA, UNICEF
	Action 1.3k: Develop Curriculum Base Assessment (CBA) for school placement of children with SEN		●	●			MoE	MoGFSS, MoH, MQA, UNICEF

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.4: Strengthen quality of teaching at public schools in the outer islands, through hiring quality teachers and providing effective methodologies of teaching and learning using ICTs [ESP 2019 -2023 1.1:4]	Action 1.4a: Develop and implement a programme to offer instructional support to teachers on selected subjects on planning, delivery and assessment with respect to the intended national curriculum	●	●	●	●	●	MoE	MoCST, NDC, MNU, IUM, MoHE
	Action 1.4b: Engage with pre-service teacher trainers to review and revise the curriculum to incorporate effective curriculum pedagogies of the National Curriculum Framework (NCF)	●	●	●	●	●	MoE	
	Action 1.4c: Conduct regular professional development programmes for teachers and relevant stakeholders for better curricula implementation (pedagogical shift, pedagogical practices, subject-based and MGT where appropriate)	●	●	●	●	●	MoE	PSTI
	Action 1.4d: Ensure internet connectivity and technical support in all schools <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>	●	●	●	●	●	MoE	MoCST, NDC
	Action 1.4e: Train all teachers on the integration of educational technology (including ICTs) in teaching and learning	●	●				MoE	PSTI
	Action 1.4f: Implement effective use of ICT for teaching children with SEN <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>		●	●	●	●	MoE	MoCST, NDC
	Action 1.4g: Revise the current IEP for children with SEN and children at risk and integrate it to the MEMIS	●	●				MoE	

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.5: Strengthen educational programmes for children with exceptionalities and SEN through early identification, diagnosis and targeted interventions [ESP 2019 -2023 1.1:5, M132, MM5.5.8] <i>[To be coordinated and implemented with Action 1.1c of Family subsector matrix]</i>	Action 1.5a: Develop guideline for integration of children with SEN in mainstream education (inclusive education) [MM4.2.1]	●	●	●	●	●	MoE	UNICEF
	Action 1.5b: Strengthen programmes on assistance to visually impaired and children with learning disabilities to reach to mainstream education [MM4.2.5]		●	●	●		MoE	MoGFSS, UNICEF, NDC, MoCST
	Action 1.5c: Install Dhivehi into Nonvisual Desktop Access (NVDA) [MM4.2.6]		●	●			MoE	UNICEF, NDC, MoCST
	Action 1.5d: Provide adequate special-education teachers and additional resources at schools [MM4.2.3, MM4.2.2]		●	●	●	●	MoE	MoF, CSC
	Action 1.5e: Develop activities to provide additional support in three main categories: (a) for those who need remedial classes, (b) for students who need further assistance to achieve the expected competencies in the curriculum, (c) to assist students who have exceeded beyond the expected competencies in the curriculum, to achieve a higher target	●	●	●	●	●	MoE	
	Action 1.5f: Revise the Inclusive Education Policy and develop an analysis of human resource required for implementation of the Inclusive Education Policy	●	●				MoE	
	Action 1.5g: Finalize the "Monitoring framework for Inclusive Education" – and monitor schools	●	●				MoE	
	Action 1.5h: Train expert Inclusive coaches	●	●	●	●	●	MoE	
	Action 1.5i: Provide In-service teacher training on dealing with children with SEN and assist and regulate pre-service teacher training	●	●	●	●	●	MoE	
	Action 1.5j: Conduct community awareness on education for children with SEN	●	●	●	●	●	MoE	

Policy 2: Reduce learning gap, and ensure improved and equitable learning and skills development, for all students through effective curricula implementation and learning assessments [ESP 2019 -2023 1.2 & 1.3]

Targets:

Target 2.1: By 2023, at least 90% of teachers are trained on curriculum implementation

Target 2.2: By 2023, learning gap of the bottom 30% is reduced by more than 50% compared to 2018

Target 2.3: By 2023, all schools have student friendly ICT infrastructure

Target 2.4: By 2023, 80% TRCs are upgraded with human resource and with ICT infrastructure

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 2.1: Monitor, assess and revise curricula implementation, especially the teaching and learning materials and process in classrooms, from K to 12, including the multi-grade classes [ESP 2019 -2023 1.2:1, M126, MM5.3.6, P125]	Action 2.1a: Review (through a gender lens) and integrate civic education and humanitarian value-based modules in school curriculum covering areas such as gender, tolerance, respect, inclusion, mental and physical health [M138, MM5.3.3]	●	●	●	●	●	MoE	MoYSCE , UNICEF, Uthema, Hope for Women, MRC
	Action 2.1b: Expand teaching of Arabic language in all grades [M126, M136, MM5.5.4]	●	●	●	●	●	MoE	
	Action 2.1c: Introduce STEM subjects in schools [To be coordinated and implemented with Action 5.1b of ICT subsector matrix]	●	●	●	●	●	MoE	MoCST
	Action 2.1d: Review and revise curriculum to respond to emerging religious radicalization trends [M127, M129, MM5.3.2] [To be coordinated and implemented with Action 2.2b of National Security & Public Safety subsector matrix]	●	●	●	●	●	MoE	NCTC, MoHA, MoIA
	Action 2.1e: Develop and implement a policy for extra support systems in schools and strengthen remedial programmes in schools [M132, MM5.3.7]	●	●	●	●	●	MoE	
	Action 2.1f: Conduct a comprehensive review of the teaching-learning process (along with a focus on school-based assessments) at all levels, for identifying gaps in the learning process and areas to address	●	●				MoE	
	Action 2.1g: Conduct an analysis of the teaching and learning process and school-based assessments	●	●	●	●	●	MoE	
	Action 2.1h: Revise the syllabus and textbooks	●	●	●	●	●	MoE	

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 2.2: Support teachers for better curricula implementation through school-based professional development (SBPD) [ESP 2019 -2023 1.2:2]	Action 2.2a: Review and revise SBPD policy and develop and assist in implementing modules for teacher training	●	●	●	●	●	MoE	
	Action 2.2b: Assess and strengthen institutional capacity at the NIE to support the effective implementation of the NCF	●	●	●	●	●	MoE	
	Action 2.2c: Facilitate capacity building on evidence-based practices on learning, skills acquisition, inclusion through SBPD	●	●	●	●	●	MoE	
Strategy 2.3: Strengthen technology-based teaching and learning, for improved cognitive and non-cognitive learning outcomes, values, skills, attitudes and competencies [ESP 2019 -2023 1.2:3] [To be coordinated and implemented with Action 5.1a of ICT subsector matrix]	Action 2.3a: Enable access to assistive technology and other appropriate ICT tools for children with exceptionalities and SEN [ESP 2019 -2023 1.2:4]	●	●				MoE	MoCST, NDC, MoF
	Action 2.3b: Establish student friendly educational technological infrastructure in schools [MM5.3.4]	●	●				MoE	MoCST, NDC, MoF
	Action 2.3c: Upgrade educational technology (including ICTs) capacity of the Teacher Resource Centres (TRCs) and strengthening of human resources capability of the TRCs	●	●				MoE	MoCST, NDC, MoF
	Action 2.3d: Develop IT safety protocol policy in schools	●	●				MoE	MoCST, NDC, MoF
Strategy 2.4: Establish holistic learning standards from Foundation Stage to Secondary stage [ESP 2019 -2023 1.3:1]	Action 2.4a: Develop policy guidelines and related materials to promote holistic education		●				MoE	MoF
	Action 2.4b: Conduct training for teachers to orient them to the new curriculum, focusing on the needed pedagogical shift in teaching and learning		●	●	●	●	MoE	PSTI
	Action 2.4c: Conduct a programme to develop teaching and learning resources for various levels and subjects, to learn how to use locally available materials		●	●	●	●	MoE	
	Action 2.4d: Develop modules and conduct in-service training for curricular content upgrading, assessment and early intervention		●				MoE	
	Action 2.4e: Develop and implement a mechanism for monitoring teaching and learning, by focusing on instructional practices for students who may require extra support	●	●	●	●	●	MoE	
	Action 2.4f: Conduct a programme to support teachers on classroom practices on assessment	●	●	●	●		MoE	

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 2.5: Introduce learning benchmarks in the National Assessment of Learning Outcomes (NALO) instrument, to inform policies and actions to improve implementation of curricula and multi-grade teaching [ESP 2019 -2023 1.3:2]	Action 2.5a: Participate in international learning assessments for benchmarking [ESP 2019 -2023 1.3:3]	●	●	●	●	●	MoE	MoF
	Action 2.5b: Publish the NALO implementation policy and the National Assessment Framework, including benchmarks and standards	●					MoE	NBS
	Action 2.5c: Prepare and make available (online), guidelines for the use of the NALO data, for instructional purposes at the system and national level		●				MoE	NDC
Strategy 2.6: Strengthen the institutional coordination mechanism to inform curricula implementation on the NALO findings [ESP 2019 -2023 1.3:4]	Action 2.6a: Make available NALO data through MEMIS by the end of 2020		●				MoE	NBS
	Action 2.6b: Develop policy on implementation of NALO and its use	●					MoE	
	Action 2.6c: Develop and implement interventions required from the results and information of NALO	●	●	●	●	●	MoE	

Policy 3: Enhance teaching and leadership qualities in schools [ESP 2019 -2023 1.4 & 4.1]**Target:**

Target 3.1: By 2023, 90% of teachers meet teacher competency standards

Target 3.2: By 2023, at least 70% of school managers receive training

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 3.1: Improve benchmarks for teacher quality in Teacher Professional Standards [ESP 2019 -2023 1.4:1]	Action 3.1a: Develop and implement teacher competency standards	●	●	●	●	●	MoE	
	Action 3.1b: Implement teacher licensing			●			MoE	
	Action 3.1c: Facilitate coordination of NIE with MQA on minimum requirements for teacher training programme [To be coordinated and implemented with Strategy 3.2 of Higher Education subsector matrix]	●	●	●	●	●	MoE	MoHE
Strategy 3.2: Support schools on subject based in-service training and participation in the school-based professional development, to reduce learning gap [ESP 2019 -2023 1.4:2, M135, MM5.5.3, MM5.5.4, M136]	Action 3.2a: Familiarize teachers to the education curriculum through teacher training programmes [M126]	●	●	●	●	●	MoE	MoHE, MQA, IUM, MNU, PSTI
	Action 3.2b: Conduct an analysis of the teaching and learning process and school-based assessments	●	●	●	●	●	MoE	
Strategy 3.3: Attract capable students to teaching professions by establishing a competitive and attractive career path [M135, MM5.5.1, P120]	Action 3.3a: Increase salaries and allowances for teachers and educational professionals [M136, MM5.5.1] [To be coordinated and implemented with Action 2.1e of Independent Institution & Public Service Reform subsector matrix]			●	●	●	MoE	MoF, PC
	Action 3.3b: Develop minimum standards for teachers' working conditions and work environment, including the availability of resources		●	●	●	●	MoE	
	Action 3.3c: Develop pathways and opportunities for higher education to teachers	●	●				MoE	MoHE

Policy 4: Enhance the learning environment to ensure provision of a holistic education [ESP 2019 -20231.5]

Target:

Target 4.1: By 2023, all public schools are single session schools

Target 4.2: By 2023, all required schools have special needs access

Target 4.3: By 2023, all public schools have library facilities with learning spaces

Target 4.4: By 2019 second term, all schools implement breakfast programme

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 4.1: Transform all schools as single session schools [M126, M133, MM5.5.5, MM5.3.1]	Action 4.1a: Conduct an audit of school infrastructure needs including accessibility, library and open spaces and	●	●				MoE	MoF, MoFA, MoNPI
	Action 4.1b: Conduct an audit of HR requirement to transform all schools into single sessions	●	●				MoE	MoF, MoFA, MoNPI
	Action 4.1c: Establish the necessary infrastructure and human resource capacity to transform schools into single sessions	●	●	●	●	●	MoE	MoF, MoFA, MoNPI
Strategy 4.2: Monitor and improve physical accessibility, as well as health and safety conditions for all schools, including identification and readiness to address risk factors for students [ESP 2019 -2023 1.5:1, MM5.3.8]	Action 4.2a: Bring infrastructure changes for special need access to all required schools [MM4.2.4]	●	●				MoE	
	Action 4.2b: Formulate SEOP for all schools and revise the existing plans where required	●	●	●	●	●	MoE	
	Action 4.2c: Develop Disaster Risk Management Plans (DSR) plans for all schools [To be coordinated and implemented with Policy 4 of Resilient Communities subsector matrix]	●	●	●	●	●	MoE	MRC, NDMA
Strategy 4.3: Ensure provision of adequate library services and independent learning spaces in all schools [ESP 2019 -2023 1.5:2]	Action 4.3a: Prepare physical facility development plan and library development plan for provision of library	●	●				MoE	CSC, NL
	Action 4.3b: Conduct a human resource need assessment and develop a HR plan to employ trained librarians	●	●	●	●	●	MoE	

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 4.4: Ensure the availability of internet connectivity, transportation and other services for improved learning experience [ESP 2019 -2023 1.5:3]	Action 4.4a: Provide school bus services in population centres in line with national spatial plan [M130, MM5.4.1] [To be coordinated and implemented with Action 3.2c of Transport Network subsector matrix]	●	●	●			MoE	MoTCA, MoNPI
	Action 4.4b: Ensure sustainable ferry services for the required islands [To be coordinated and implemented with Strategy 3.2 of Transport Network subsector matrix]	●	●				MoE	MoTCA, LGA, MoNPI
	Action 4.4c: Make adequate internet bandwidth available with uninterrupted connectivity [To be coordinated and implemented with Strategy 4.5 of ICT subsector matrix]	●	●				MoE	NDC, Communication Providers
Strategy 4.5: Develop essential infrastructure required to enhance learning environment in schools [P110, P111, P112, P114, P119, P124, P129, P122]	Action 4.5a: Develop school facilities such as classrooms, multipurpose halls, and office buildings based on the infrastructure audit	●	●	●	●	●	MoE	MoF, MoNPI
	Action 4.5b: Establish boarding schools and regional hostels in line with national spatial plan [M128, MM5.2.1]	●	●	●	●	●	MoE	MoF, MoNPI
	Action 4.5c: Establish multi-grade classrooms in relevant schools [M126, MM5.2.3]	●	●	●	●	●	MoE	MoF, MoNPI
Strategy 4.6: Provide breakfast for students in all public schools [M137, MM5.4.2]	Action 4.6a: Conduct a pilot programme with a method of studying the selected aspects of this new scheme	●					MoE	MOH, HPA, UNICEF, LGA, MoF
	Action 4.6b: Evaluate the pilot breakfast programme to learn lessons for the full roll out	●					MoE	
	Action 4.6c: Scale up the programme to all schools	●	●	●	●	●	MoE	
	Action 4.6d: Develop cafeteria facilities in single schools' infrastructure		●	●	●	●	MoE	MoF, MoNPI
	Action 4.6e: Revise the school Minimum Standards of infrastructure to include kitchen and cafeteria facilities	●	●				MoE	MoF, MoNPI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 4.7: Establish a mechanism through the school system to monitor child health [MM1.2.3]	Action 4.7a: Conduct medical check-ups in schools, commencing at the appropriate/practical grade level, in addition to school health screening <i>[To be coordinated and implemented with Action 1.4c of Health subsector matrix]</i>	●	●	●	●	●	MoE	MoH, UNICEF
	Action 4.7b: Train school health officers and counsellors existing in the education system	●	●	●	●	●	MoE	PSTI
	Action 4.7c: Revise school health officers and counsellors pay scale <i>[To be coordinated and implemented with Action 2.1e of Independent Institution & Public Sector Reform subsector matrix]</i>	●	●	●			MoE	NTC

Policy 5: Modernize and ensure the quality of education system through strengthened governance and improved service delivery [ESP 2019 -2023 4.2 & 4.4]**Targets:**

Target 5.1: By 2023, MEMIS is up to date and produces reliable education statistics

Target 5.2: By 2023, every school has psycho-social support available through trained counsellors

Target 5.3: By 2023, school improvement plans and quality assurance accountability framework (SIQAAF) are fully implemented at school level

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 5.1: Strengthen the Maldives Education Management Information System (MEMIS), with the focus on sustainability, technicality, decentralisation and stakeholder participation, for effective policy development and implementation [ESP 2019 -2023 4.2]	Action 5.1a: Establish the MEMIS team and the facility, including school-based trained staff [ESP 2019 -20234.2:1]	●	●				MoE	PSTI, NDC, MoCST, NBS, MoF
	Action 5.1b: Fully operationalize the MEMIS by providing access and training to all required departments [ESP 2019 -20234.2:3]	●	●				MoE	
	Action 5.1c: Use MEMIS to conduct school-based monitoring and support, through classroom observations, SSE, analysis of results, comparing national outcomes with international standards, strengthening school level assessments, and national level assessments [ESP 2019 -20234.2:4, M133]	●	●	●	●	●	MoE	
	Action 5.1d: Modify the MEMIS system to make it more cost-effective and efficient to meet the customised needs of its stakeholders and complete the customization of MEMIS to cater the needs of schools, MoE and monitoring of ESP [ESP 2019 -20234.2:5]	●	●				MoE	
	Action 5.1e: Conduct continuous orientation and training at decentralized levels to allow for a self-sustaining system [ESP 2019 -20234.2:6]	●	●	●	●	●	MoE	PSTI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 5.2: Ensure effective use of technology in the education system for improved service delivery [ESP 2019 -2023 4.4]	Action 5.2a: Provide schools with sufficient resources including human resources, physical resources, and continuous and efficient technical support [ESP 2019 -20234.4:1]	●	●	●	●	●	MoE	CSC, MoF
	Action 5.2b: Integrate educational technology (including ICT) in the teaching and learning process of the national curriculum framework [ESP 2019 -20234.4] <i>[To be coordinated and implemented with Action 5.1b of ICT subsector matrix]</i>	●	●	●	●	●	MoE	NDC
	Action 5.2c: Provide hands-on practical training for teachers, on the use of educational technology, (including ICTs) in the teaching-learning process, and to help students to overcome learning difficulties [ESP 2019 -20234.4]	●	●	●	●	●	MoE	PSTI
Strategy 5.3: Take measures to address bullying and instil gender equity and gender-based values while ensuring psychosocial support to students [MM5.3.5, M138]	Action 5.3a: Revise and implement an anti-bullying policy	●	●	●	●	●	MoE	UNICEF, MoGFSS
	Action 5.3b: Develop psychosocial assistance policy	●	●				MoE	MoGFSS
	Action 5.3c: Employ qualified psychosocial counsellors to every school	●	●	●	●	●	MoE	MoGFSS
	Action 5.3d: Develop and conduct programmes on gender equality, gender values, domestic violence			●	●	●	MoE	MoGFSS
	Action 5.3e: Train school-based staff on gender equality and values programmes			●	●	●	MoE	MoGFSS

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 5.4: Decentralize education management to enhance efficiency and quality of education	Action 5.4a: Expand the role of councils in granting permits and monitoring of private schools [M129] <i>[To be coordinated and implemented with Action 2.1a of Decentralisation subsector matrix]</i>		●				MoE	LGA, Local Councils
	Action 5.4b: Facilitate school-based management and enhance role of councils and community in school management [M126, MM5.5.2]		●				MoE	LGA, Local Councils
	Action 5.4c: Provide technical assistance to school boards and school administrators [M126]		●				MoE	
	Action 5.4d: Publish SIQAAF implementation policy and supporting documents	●	●				MoE	
	Action 5.4e: Build capacity of QAD team to implement the SIQAAF through a series of training programmes /workshops	●	●				MoE	
	Action 5.4f: Revise the mandate of SA to decentralize school management	●	●				MoE	
Strategy 5.5: Recognize positive school leadership and strengthen school leadership for the development of School Improvement Plans (SIPs) and mobilize community support to improve learning [ESP 2019 -2023 1.4:3]	Action 5.5a: Develop and conduct a training programme for school principals, for the enhancement of leadership skills and competence	●	●	●	●	●	MoE	MOF, MoFA, UNICEF, PSTI
	Action 5.5b: Conduct school-based management workshops	●	●	●	●	●	MoE	PSTI
	Action 5.5c: Conduct a training programme to upskill Leading Teachers	●	●	●	●	●	MoE	PSTI
	Action 5.5d: Conduct workshops to School leaders to develop SIPs	●	●				MoE	PSTI
Strategy 5.6: Reinforce the financing mechanism of education sector and provide sufficient resources for the implementation of School Improvement Plans (SIPs) [ESP 2019 -2023 4.1:2 & 5, M135, M136]	Action 5.6a: Revise procurement mechanisms to empower schools	●	●				MoE	MoF
	Action 5.6b: Decentralize budget spending to schools	●	●				MoE	MoF

Policy 6: Integrate pre-vocational and life skills development in school system [ESP 2019 -20232.1:2]

Target:

Target 6.1: By 2023, students successfully completing BTEC programmes increased at least by 45% compared to 2018 level

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 6.1: Expand TVET in schools (upstream and downstream) by ensuring equity, quality, and gender and geographic equality, and pathways between streams [M132, MM5.3.9]	Action 6.1a: Develop policy on pre-vocational education programmes	●	●				MoE	MoHE
	Action 6.1b: Revise the vocational policy	●	●				MoE	
	Action 6.1c: Set up skills-based teaching/learning facilities for students in school, based on the review and impact assessment findings of BTEC and Dhasvaaru/internship programme	●	●	●	●	●	MoE	MoNPI, MoF
	Action 6.1d: Review the BTEC and Dhasvaaru pathways with a view to extend these options to all students	●	●				MoE	
Strategy 6.2: Introduce sampler courses for younger girls and boys in lower grades to familiarise them to vocational education and enable informed decision-making [ESP 2019 -2023 2.1:2]	Action 6.2a: Introduce curricula changes to include vocational education courses in school education in lower grades		●	●	●	●	MoE	MoHE
	Action 6.2b: Develop programmes related to subject targeted to lower grades to introduce vocational education		●	●	●	●	MoE	
Strategy 6.3: Increase opportunities for higher education by supporting learning pathways between different education streams through expansion of vocational education [ESP 2019 -2023 2.1:1]	Action 6.3a: Introduce vocational education as an additional pathway		●	●	●	●	MoE	MoHE
	Action 6.3b: Re brand school TVET and Btech programme to school vocational education courses		●	●	●	●	MoE	
	Action 6.3c: Carry out intensive promotional and awareness activities, to reach out to the outer islands, on access and benefits to the students		●	●	●	●	MoE	

Policy 7: Strengthen the quality and delivery of Non-Formal Education**Target:**

Target 7.1: Between 2020 to 2023, the number of people benefited from non-formal education increased by 25% annually

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 7.1: Increase the accessibility and improve the quality of non-formal education using different modalities	Action 7.1a: Revise the policy on non-formal education programmes	●					MoE	MoHE, NIE
	Action 7.1b: Implement the revised policy		●	●	●	●	MoE	NIE
	Action 7.1c: Train non formal educators in the outer atolls and enhance the capacity of NIE to cater the needs to extend the programme		●	●	●		MoE	LGA, Local Councils

2.3 HIGHER EDUCATION

Approximately 31% of the population is between 18–34 years and 18% is between 15–24 years.

The Higher Education sector has seen an increase in the number of private higher education providers entering the sector to meet this demand. The increasing number of institutions coupled with high student aspirations for higher education has resulted in a steady increase in student enrolment over the years. The government recognises that increasing and developing human capital is vital to sustaining growth and improving youth employability. Developing tertiary education, including Technical and Vocational Education and Training (TVET) and higher education avenues in the Maldives is a priority for the government.

The biggest challenge the sector faces is the lack of quality higher education in the Maldives. While there are only two state owned universities, both were established in the past decade. Some of the challenges in delivering quality higher education are due to lack of infrastructure, budgetary constraints, and a lack of skilled professionals to develop the higher education sector.

Some of the policy priorities of the subsector include expanding higher education opportunities, increasing access to student finance, fostering a culture of academic research, facilitating evidence-based policymaking, delivering quality vocational education and aligning such opportunities to the economic sector and industry needs.

Policy 1: Expand and strengthen the Higher Education sector to ensure equitable Higher Education opportunities nationwide [M131, MPHE Policy 1]**Targets:**

Target 1.1: By 2023, 60% Gross Enrolment Ratio (GER) in Higher Education

Target 1.2: By 2023, 200 scholarship opportunities provided across Maldives, under a public-private partnership arrangement

Target 1.3: By 2023, 5 junior colleges in 5 identified regions established and operational

Target 1.4: By 2023, 5 Higher Education and Training facilities in 5 different regions established and operational

Target 1.5: By 2023, e-learning services are made accessible in all islands

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.1: Expand the Higher Education sector and facilitate establishment of Higher Education Institutions in Regional Urban Centres (RUCs) in line with the national spatial plan [M131, P132]	Action 1.1a: Establish MNU campuses in strategic regional locations		●	●	●	●	MNU	MoHE, MoNPI
	Action 1.1b: Establish IUM campuses in strategic regional locations		●	●	●	●	IUM	MoHE
	Action 1.1c: Offer seed funding and physical resources, through a public-private partnership arrangement, to encourage the private sector to establish Higher Education Institutions (HEIs) in the atolls in order to increase access for students residing in the outer islands [MPHE Policy 3:3.2]		●	●	●	●	MoHE	Local Councils, HEIs, Public & Private corporations, MoF
	Action 1.1d: Create incentives for foreign Universities to establish their campuses in the Maldives		●	●	●	●	MoHE	MoFA, MoF, Local Councils
	Action 1.1e: Establish an MNU ICT faculty in Fuvahmulah and agricultural faculty in a regional hub [P127]		●	●	●	●	MNU	MoHE, NDC, MoCST, Local Councils, MoFMRA
	Action 1.1f: Establish specialized HE and Training Institutes based on job market demand and regional strengths [MPHE Policy 3:3.1, MPHE Policy 3.1.2] [To be coordinated and implemented with 3.2c of Youth subsector matrix]		●	●	●	●	MoHE	MoF, HEIs, Local Councils
	Action 1.1g: Establish public-private partnerships within the country to develop HE as an exportable commodity [MPHE Policy 3.1.2:1]		●	●	●	●	MoHE	Public & Private corporations, HEIs
	Action 1.1h: Increase the share of private sector participation in Higher Education through a corporate scholarship funding scheme for students to study in the specialized HE and Training Institutes in the regions [MPHE Target 3.5.2]		●	●	●	●	MoHE	Public & Private corporations, HEIs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.2: Provide ancillary services and facilities necessary for students to ensure easy access to Higher Education and distance learning across the country [M128, MM 5.2.2]	Action 1.2a: Establish student accommodation facilities including hostels [MM5.2.1]		●	●	●	●	MoHE	HEIs
	Action 1.2b: Provide special housing loans to land-owners from islands where University Faculties, other HEIs campuses and Junior Colleges are established to enable private housing development instead of, or to complement, the development of state funded hostels [MM5.2.1] <i>[To be coordinated and implemented with Strategy 2.1 of Housing subsector matrix]</i>		●	●			MoHUD	HEIs, Financing Facilities, MoHE
	Action 1.2c: Reduce communication and learning support costs for students and institutions [MPHE Policy 3:3.4] <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>	●	●	●	●	●	MoHE	MoCST, HEIs, NDC, Communication Providers
	Action 1.2d: Provide technical and professional support to both public and private sector HEIs to utilize innovative pedagogical practices such as e-learning to widen flexible learning opportunities in islands [MPHE Policy 3:3.3]			●	●	●	●	MoHE
Strategy 1.3: Introduce Junior College system in the Maldives	Action 1.3a: Establish a conceptual framework for Junior Colleges [M134, MM5.2.4, P109] [M134]	●	●				MoHE	Polytechnic, MoE, MQA, TVETA, Local Councils
	Action 1.3b: Establish Junior Colleges in islands identified in the national spatial plan [M134, MM5.2.4, P109] [M134]			●	●	●	●	MoHE
Strategy 1.4: Ensure that quality library services are provided to all students pursuing Higher Education [MM3.2.8, MM5.6.4]	Action 1.4a: Set standards for provision of libraries in HEIs to ensure accessibility to relevant materials for students		●	●	●	●	MoHE	HEIs, MoACH
	Action 1.4b: Facilitate HEIs to provide e-library services <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>		●	●	●	●	MoACH	MoHE, HEIs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.5: Strengthen career guidance programmes and information dissemination <i>[To be coordinated and implemented with Action 3.3e of Youth and Action 4.1d of Tourism subsector matrices]</i>	Action 1.5a: Conduct career guidance sessions	●	●	●	●	●	MoHE	Industry, MoYSCE
	Action 1.5b: Conduct media-based awareness programmes on Higher Education and career paths	●	●	●	●	●	MoHE	Industry, Media
	Action 1.5c: Participate in Higher Education fairs		●	●	●	●	MoHE	HEIs, Media
	Action 1.5d: Facilitate regional education exposure programmes		●	●	●	●	MoHE	HEIs, Industry, Local Councils
Strategy 1.6: Expand Higher Education opportunities for vulnerable groups <i>[To be coordinated and implemented with Strategy 5.1 of Social Protection and Action 2.2c of Youth subsector matrices]</i>	Action 1.6a: Develop policies that ensure better access to Higher Education facilities for students with special needs		●	●	●	●	MoHE	HEIs, MoGFSS, NGOs
	Action 1.6b: Provide financial and other incentives to HEIs and students with special needs to participate in Higher Education and Training		●	●	●	●	MoHE	HEIs, MoGFSS, NGOs, MoF
	Action 1.6c: Conduct special programmes to cater for students with special needs at Maldives Polytechnic and facilitate participation in mainstream programmes where possible	●	●	●	●	●	MoHE	HEIs, MoGFSS, NGOs, Polytechnic
	Action 1.6d: Conduct awareness programmes to reduce gender imbalances in HE and training programmes [MPHE Policy 3:3.5]		●	●	●	●	MoHE	HEIs, MoGFSS, NGOs
	Action 1.6e: Develop and implement gender mainstreaming training plan for all HEIs [MPHE Policy 3:3.5]		●	●	●	●	MoHE	HEIs, MoGFSS, NGOs
	Action 1.6f: Review and revise existing policies to address any gender discrimination [MPHE Policy 3:3.5]		●	●			MoHE	HEIs, NGOs, AGO
	Action 1.6g: Gather and analyse gender segregated data for annual HEIs statistics reports and for other HE related research [MPHE Policy 3:3.5]	●	●	●	●	●	MoHE	HEIs, MoGFSS, NGOs, AGO
	Action 1.6h: Introduce special financial assistance schemes (loan and scholarships) for vulnerable groups [MPHE Policy 3:3.6]		●	●	●	●	MoHE	HEIs, MoGFSS, NGOs, MoF

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.7: Ensure policies on Higher Education training needs cater for national strategic development needs <i>[To be coordinated and implemented with Action 1.8a of Waste as a Resource subsector matrix]</i>	Action 1.7a: Develop a skills shortage list through a comprehensive nation-wide consultation process <i>[To be coordinated and implemented with Action 3.1e of Labour, Employment & Migration subsector]</i>	●	●	●	●	●	MoHE	HEIs, MoED, Industry, Local Councils
	Action 1.7b: Collect and annually publish enrolment, retention and completion statistics, and systematically monitor demand and future training needs [MPHE Target 3.4.1]	●	●	●	●	●	MoHE	HEIs, Industry
	Action 1.7c: Develop and maintain a comprehensive database on Higher Education and Training needs		●	●	●	●	MoHE	HEIs, MoED, MoE, Industry, Local Councils
Strategy 1.8: Increase higher education opportunities for more areas in Science, Technology, Engineering and Mathematics (STEM) <i>[To be coordinated and implemented with Action 6.3f of Health subsector matrix]</i>	Action 1.8a: Develop and implement targeted programmes to build capacity in the ICT industry		●	●	●	●	MoHE	MoCST, NDC, HEIs, MoGFSS
	Action 1.8b: Develop and implement targeted programmes to build local capacity in Renewable Energy for provision of clean energy through technology <i>[To be coordinated and implemented with Action 4.3e of Clean Energy subsector matrix]</i>		●	●	●	●	MoHE	MoCST, NDC, HEIs, MoEn
	Action 1.8c: Develop and implement targeted programmes to build local capacity in Water and Sewerage systems, operations, maintenance and management <i>[To be coordinated and implemented with Strategy 3.1 of Water & Sanitation subsector matrix]</i>		●	●	●	●	Polytechnic	HEIs, MoEn, MoHE

Policy 2: Strengthen Higher Education financing mechanisms to ensure greater accessibility to quality Higher Education for all**Targets:**

Target 2.1: By 2023, at least 25,000 students given opportunity to study under the free first-degree scheme

Target 2.2: By 2023, at least 1000 students awarded HE scholarships

Target 2.3: By 2023, at least 2500 students receive loan to pursue HE abroad and in Maldives

Target 2.4: By 2021, loan administration fee reduced to 1%

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 2.1: Develop and implement a sustainable financing and investment model for Higher Education and Training [MPHE Target 3.5.1]	Action 2.1a: Establish a HE revolving Fund using student loan repayments and other financial contributions to finance further scholarships, loans and other Higher Education and Training activities	●	●	●	●	●	MoHE	MoF, Industry, HEIs, TVETA, Polytechnic
	Action 2.1b: Establish a scheme to secure full and partial funding for scholarships from large public and private companies/ individuals	●	●	●	●	●	MoHE	HEIs, Industry, Public & Private organizations
Strategy 2.2: Increase bilateral scholarships through strengthened partnerships [To be coordinated and implemented with Action 3.1a of Foreign Affairs subsector matrix]	Action 2.2a: Establish links with Universities/colleges abroad to secure full and partial scholarships, and other concessions	●	●	●	●	●	MoHE	MoFA, HEIs
	Action 2.2b: Secure full and partial scholarships to study in overseas institutions	●	●	●	●	●	MoHE	MoFA, HEIs
Strategy 2.3: Expand government funded scholarship schemes to include opportunities to study in top ranked universities	Action 2.3a: Revise the Presidential Scholarship scheme for undergraduate studies to allow recipients to study any subject in any country they prefer [MM3.2.5, MM5.1.3]	●					MoHE	PO, MoF
	Action 2.3b: Introduce graduate scholarship schemes to include Masters and PhD programmes in priority areas [MM5.1.4, MM3.2.6]	●	●	●	●	●	MoHE	HEIs, MoF, MoFA
	Action 2.3c: Revise high achievers scholarship scheme to include OECD countries [MM3.2.6, MM5.1.5]	●					MoHE	PO, MoF
Strategy 2.4: Provide free undergraduate education opportunities to study in the Maldives [MM5.1.1, MM3.2.3]	Action 2.4a: Introduce a free first-degree scheme for students studying in HEIs in the country	●					MoHE	HEIs, MoF
	Action 2.4b: Expand free undergraduate education to include skills and professional development programmes		●	●	●	●	MoHE	TVETA, MQA, Polytechnic

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 2.5: Review and revise student loan scheme to ensure greater accessibility, and to reduce the burden on students in repayment of the loans [M131, MM3.2.4, P128]	Action 2.5a: Amend the loan scheme to include a specific category for economically disadvantaged students		●	●	●	●	MoHE	MoF
	Action 2.5b: Reduce loan administrative fee from 6% to 1%, and extend the loan repayment period	●	●	●			MoHE	AGO, MoF
	Action 2.5c: Expand loan scheme to fully cover higher education programmes from a wider range of countries	●	●				MoHE	
	Action 2.5d: Introduce a loan scheme for training in non-traditional areas such as performing arts and other areas identified as priorities in the Training Needs Analysis [M140] <i>[To be coordinated and implemented with Strategy 1.2 of Arts, Culture & Heritage subsector matrix]</i>	●	●				MoHE	TVETA, MoACH, MoF
	Action 2.5e: Establish a loan scheme for studying medicine and related health areas from recognized reputable institutions [M140] <i>[To be coordinated and implemented with Action 7.1a of Health subsector matrix]</i>					●	MoHE	MoH, MoF

Policy 3: Strengthen the governance of Higher Education sector to bring in efficiency and ensure quality of higher education and enhance the international standing of the Maldivian higher education system

Targets:

Target 3.1: By 2020, Higher Education Act enacted

Target 3.2: By 2023, MQA governance structure fully implemented as per the Higher Education Act

Target 3.3: By 2023, a revised institutional structure with clear roles and mandates of HEIs operationalized

Target 3.4: By 2021, all HE data collected, managed and compiled via a Higher Education Management Information System (HEMIS)

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 3.1: Expand and strengthen the role of local councils in identifying training needs, providing scholarships and increasing higher education opportunities in the atolls [M129, MM5.2.5, MM5.2.6] [To be coordinated and implemented with Strategy 2.1 of Decentralization subsector matrix]	Action 3.1a: Identify training needs of specific islands/atolls with the assistance of local councils		●	●	●	●	MoHE	Local councils
	Action 3.1b: Introduce scholarship schemes based on islands/atolls/regional needs in collaboration with the relevant councils		●	●	●	●	MoHE	Local councils, MoF
	Action 3.1c: Facilitate to establish links between councils and HEIs abroad and in the country to provide increased HE opportunities for students in the atolls			●	●	●	●	MoHE

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 3.2: Increase quality assurance measures to ensure quality of Higher Education [MM3.2.7]	Action 3.2a: Develop a streamlined institutional structure of higher education institutions [MPHE Target 3.1.3]		●				MoHE	HEIs
	Action 3.2b: Enhance public accountability and management of higher education institutions by strengthening supervision of HEIs through regular institutional audits [MPHE Policy 2.7]	●	●	●	●	●	MQA	MoHE
	Action 3.2c: Require HEIs to submit Annual Reports and Strategic Action Plans to MoHE	●	●	●	●	●	MoHE	HEIs
	Action 3.2d: Increase the number of experts in different disciplinary areas and upgrade their teaching skills [MPHE Policy 3.5]		●	●	●	●	MoHE	HEIs
	Action 3.2e: Review and revise institutional audit guidelines and manuals [MPHE Target 3.3.1]	●	●	●	●	●	MQA	HEIs, MoHE
	Action 3.2f: Revise programme accreditation guidelines which has been developed, in order to make the process more practical and doable in the context of the Maldives [MPHE Target 3.3.2]	●	●	●	●	●	MQA	MoHE
	Action 3.2g: Revise MNQF to address current issues [MPHE Target 3.3.5]		●	●	●	●	MQA	MoHE
	Action 3.2h: Conduct a review/study on the administration and management functions of leading HEIs in Maldives		●	●	●	●	MoHE	HEIs
Strategy 3.3: Develop, govern and regulate higher education sector through an appropriate legal and regulatory framework	Action 3.3a: Enact the Higher Education Act	●	●				MoHE	HEIs, PO, AGO, People's Majlis
	Action 3.3b: Implement the governance structure outlined in the HE Act to empower and strengthen the governance of MQA [M131, MM3.2.9, MM5.5.6]		●	●	●	●	MQA	MoHE, MoF, PO
Strategy 3.4: Establish mechanisms to seek guidance from stakeholders and experts in developing the policy planning and governance of the sector [MPHE, Policy 3]	Action 3.4a: Reconstitute the Higher Education Council	●					MoHE	PO
	Action 3.4b: Reconstitute the Advisory Committee on Training and Skill Development (ACTSD)	●					MoHE	PO
	Action 3.4c: Establish a HE think-tank		●				MoHE	

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 3.5: Increase efficiency of governing loan, scholarship and free undergraduate schemes <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>	Action 3.5a: Integrate ICT in processing of loan and scholarship applications	●	●				MoHE	MoCST, NDC
	Action 3.5b: Develop a Higher Education Management Information System (HEMIS) <i>[To be coordinated and implemented with Action 2.2e of Independent Institutions & Public Service Reform subsector matrix]</i>	●	●	●	●	●	MoHE	HEIs, PSTI, NDC
	Action 3.5c: Digitalize existing data	●	●				MoHE	MoCST, NDC

Policy 4: Foster a culture of academic research and facilitate evidence-based policymaking

Targets:

Target 4.1: By 2020, National Research Council and research fund established

Target 4.2: By 2023, upto 30 research projects for national development depending on relevancy and demand, supported by the national research council

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 4.1: Establish a National Research Council to foster and facilitate research in strategic areas and introduce a national research funding scheme [M39, MM5.6.4] [To be coordinated and implemented with Action 4.3a of Social Protection subsector matrix]	Action 4.1a: Establish National Research Council [MPHE Target 3.4.4]		●				MoHE	MoF, HEIs
	Action 4.1b: Introduce a national research funding scheme		●	●			NRC	MoHE, MoF
	Action 4.1c: Promote and encourage research throughout the country through better funding and recognition of research [M39]		●	●	●	●	NRC	MoHE
	Action 4.1d: Formulate and implement a law on human research ethics and guidelines on ethical requirements for qualitative and quantitative researches [M39]				●	●		AGO
Strategy 4.2: Facilitate establishment and operation of research centres in academic institutions	Action 4.2a: Facilitate establishment of research centres in public and private HEIs in the country		●	●	●	●	MoHE	HEIs
	Action 4.2b: Facilitate establishment of foreign university research outposts [P123]		●	●	●	●	MoHE	MoFA

Policy 5: Ensure high quality of TVET programmes and curricula focusing on both work-related skills and soft skills through research and innovation**Targets:**

Target 5.1: By 2022, TVET curriculum revised in line with international industry benchmarks

Target 5.2: By 2021, e-platform is functional and up to date with student data

Target 5.3: By 2023, 5 state-of-the-art TVET training institutions established in 5 Regional Urban Centres (RUCs)

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 5.1: Modernize and renew TVET curricula/standards with the participation of all relevant stakeholders and with international industry benchmarks <i>[To be coordinated and implemented with Action 4.3c of Agriculture and Action 1.2a of SMEs subsector matrices]</i>	Action 5.1a: Review current competency standards and develop new competency standards with the participation from industry	●	●	●	●		TVETA	MoHE, TVET providers, Industry, TVETA
	Action 5.1b: Review and diversify assessment methods tailored to the needs of industry demand	●	●	●	●	●	TVETA	MoHE
Strategy 5.2: Modernize and innovate the learning process including a variety of assessment approaches and promote the development of different forms of Employer Based Training (EBT) and Institution Based Learning (IBT)	Action 5.2a: Rebrand TVET	●	●	●	●	●	TVETA	MQA, MoHE, Polytechnic,
	Action 5.2b: Conduct intensive promotional and awareness activities to reach out to the outer islands on access and benefits to the individuals and the community	●	●	●	●	●	TVETA	Polytechnic, MoHE, TVET providers, Local Councils
	Action 5.2c: Provide free of charge courses to attract youth and adults to fill the demand	●	●	●			MoHE	TVETA, TVET providers, Polytechnic
	Action 5.2d: Increase stakeholder activities with industry stakeholders		●	●	●	●	TVETA	MoHE, Industry, Public & private organizations
	Action 5.2e: Establish links with world leading countries in TVET	●	●	●	●	●	TVETA	MoFA, Foreign TVET providers, MoHE, Polytechnic
	Action 5.2f: Establish state-of-the-art TVET training institutions		●	●	●	●	TVETA	MoHE, TVET providers, MoFA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 5.3: Train Trainers on blended teaching	Action 5.3a: Conduct training of Trainers and assessor training programmes (short and long term)	●	●	●	●	●	TVETA	MoHE, Training providers, PSTI
	Action 5.3b: Reinforce and monitor the trainers' and assessor's quality	●	●	●	●	●	TVETA	MQA, MoHE Polytechnic
Strategy 5.4: Monitor and support students to complete TVET programmes with success	Action 5.4a: Build e-platform to track student progress <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>		●				TVETA	MoHE, MoCST, NDC, Polytechnic, TVET providers
	Action 5.4b: Establish a monitoring mechanism for TVET		●	●			TVETA	MoHE, MQA
	Action 5.4c: Provide retention support and other incentives to encourage successful completion of TVET programmes		●	●	●	●	TVETA	MoHE, TVET providers
	Action 5.4d: Assist vulnerable groups in getting skill training under TVET <i>[To be coordinated and implemented with Action 5.2c of Social Protection and Action 3.2b of Youth subsector matrices]</i>	●	●	●	●	●	Polytechnic	TVETA, MoHE, MoGFSS, CSO
	Action 5.4e: Facilitate recovering substance users to access skills training <i>[To be coordinated and implemented with Action 2.4a of Prevention of Narcotic Abuse & Drug Rehabilitation and 3.2b of Youth subsector matrices]</i>	●	●	●	●	●	Polytechnic	NDA, TVETA, MoHE
	Action 5.4f: Track data of enrolment, graduation and employment in relation to TVET programmes <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>		●	●	●	●	TVETA	MoHE, MoCST, NDC, TVET providers, Polytechnic

Policy 6: Ensure employability, retention, and relevance of TVET programmes for the economic and labour sectors**Targets:**

Target 6.1: By 2023, 6 co-working spaces created and, incubation centres established in Male' and 5 RUCs

Target 6.2: By 2020, RPL policy developed and implemented

Target 6.3: By 2023, career portal is available for anyone looking for training or a job

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 6.1: Strengthen TVET system based on industry requirements	Action 6.1a: Activate and strengthen Sector Councils based on industry requirements	●	●	●	●	●	TVETA	MoHE, Local Councils
	Action 6.1b: Develop incubation Centres and co-working areas <i>[To be coordinated and implemented with Action 1.1i of SME subsector matrix]</i>		●	●	●	●	MoHE	Local Councils, MoED, Polytechnic, MoYSCE
Strategy 6.2: Develop a strong and sustainable career portal <i>[To be coordinated and implemented with Action 5.2a of Social Protection and Action 3.1b of Labour, Employment & Migration subsector matrices]</i>	Action 6.2a: Increase career advancement opportunities		●	●	●	●	MoHE	Industry, TVETA, Polytechnic
	Action 6.2b: Increase awareness and dissemination of information regarding career portal and opportunities		●	●	●	●	MoHE	HEIs, Industry, TVETA, Polytechnic
	Action 6.2c: Track data on the relevance of available training and employment opportunities to career aspirations		●	●	●	●	MoHE	Polytechnic, TVETA, MoYSCE, MoED
Strategy 6.3: Provide pathways for trade licenses, trade certificates and credits for prior-learning/work experiences in skill areas and facilitate relevant parties to establish the mechanisms	Action 6.3a: Strengthen the trade licensing mechanism	●	●	●	●	●	MoHE	HEIs, TVETA, Licensing government authorities
	Action 6.3b: Develop and implement a fee structure for industry related services such as assessment and trade licensing	●	●	●	●	●	MoHE	HEIs
	Action 6.3c: Identify the areas for trade testing with involvement of relevant authorities and stakeholders	●	●	●	●	●	MoHE	Industry, HEIs
	Action 6.3d: Develop and implement a Recognition of prior learning (RPL) policy in accordance with TVET standards aligned with MNQF	●	●				MoHE	MQA, TVETA, Public & private training providers

Policy 7: Strengthen the capacity of the TVET system

Targets:

Target 7.1: By 2023, 5 partnership agreements signed with international organizations to integrate innovation in TVET provision

Target 7.2: By 2021, an ICT management platform established to strengthen and support all RTOs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 7.1: Strengthen TVET through research and innovation	Action 7.1a: Identify emerging TVET related areas for training and development <i>[To be coordinated and implemented with Action 3.1a of Fisheries & Marine Resource subsector matrix]</i>		●	●	●	●	TVETA	MoHE, TVET providers, Industry, Polytechnic
	Action 7.1b: Establish links with international pioneering organizations to realize latest innovations in TVET provision		●	●	●	●	TVETA	MoFA, Foreign TVET providers, MoHE, Industry, Polytechnic
	Action 7.1c: Provide incentives for TVET related research		●	●	●	●	TVETA	MoF, Polytechnic, MoHE
	Action 7.1d: Introduce research and innovation in technical and vocational education at junior college level, and facilitate research activities at tertiary level such as research, innovations and impact evaluations		●	●	●	●	MoHE	TVET providers, TVETA, Polytechnic
Strategy 7.2: Develop human resource capacity needed for the TVET sector	Action 7.2a: Facilitate training opportunities for TVET Authority and TVET providers	●	●	●	●	●	TVETA	MoHE, TVET providers, PSTI
Strategy 7.3: Establish and implement a decentralized mechanism to provide training and support for Registered Training Organizations (RTOs) throughout the country	Action 7.3a: Develop an ICT management platform to strengthen and support all RTOs <i>[To be coordinated and implemented with Policy 2 of ICT and Action 2.2e of Independent Institutions & Public Service Reform subsector matrices]</i>		●	●	●	●	MoHE	MoCST, NDC, TVET providers, Local Councils, Polytechnic, TVETA
	Action 7.3b: Conduct regular meetings on the proposed platform		●	●	●	●	MoHE	MoCST, NDC, TVET providers, Local Councils, Polytechnic, TVETA

2.4 SOCIAL PROTECTION

Social protection is a broad term which consists of social security, social assistance, and welfare programmes. It is also related to contributory schemes which are mainly concentrated in the formal sector of the economy. The social protection sector of the Maldives faces many challenges, such as lack of professional and technical capacity, shelters, rehabilitation services, and accessibility issues for Persons with Disabilities (PWDs). There is no separate shelter established for vulnerable groups such as PWDs, juvenile delinquents, elderly and persons with mental health issues. This is mainly due to the lack of resources, infrastructure, trained staff, relevant expertise, geographical challenges as well as budgetary constraints. Another issue faced is low pay and lack of training for frontline staff. Although legislation in the form of the Child Rights Act, allows the State to take punitive measures to ensure the rights of the child, enforcing this level of accountability has not been possible due to implementation gaps.

There are also overarching issues with the social protection system in general. One main issue is the non-existence of a specific definition of social protection. The existing Social Protection Act (2/2014) only focuses on social assistance and therefore, social protection as a whole is not directly addressed in policy or in implementation. Furthermore, there is no broader link between or separate legal frameworks for social assistance, social insurance and labour market interventions which results in a lifelong dependency on State assistance and welfare, often undermining existing healthier alternatives. Weak targeting of the social protection programmes and universalized subsidies are a huge challenge in addressing leakage of limited financial resources and ensuring that the intended target population is covered.

Key policy priorities of the subsector include establishing a minimum social protection floor/framework for provision of social protection, strengthening the legal and regulatory framework to ensure quality and efficient provision of social protection services, strengthening the sustainability of social protection programmes and a national sensitization programme on social protection issues.

Policy 1: Strengthen the social protection mechanism through the provision of essential social services and income security measures

Targets:

Target 1.1: By 2021, expand the coverage of Aasandha facilities on critical illnesses and specific chronic diseases to private hospitals and clinics

Target 1.2: By 2023, a well-coordinated social welfare system is established

Target 1.3: By 2019, expand Aasandha services to Maldivians residing in India, Sri Lanka and Malaysia

Target 1.4: By 2023, at least 70% of the most eligible are benefitted from a harmonized social protection mechanism

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.1: Expand and strengthen the National Healthcare scheme to ensure service accessibility and coverage of essential healthcare services for all [M147, M172, MM1.1.2, P78, P107] [To be coordinated and implemented with Action 8.1b of Health subsector matrix]	Action 1.1a: Expand coverage of national healthcare scheme; Aasandha to private facilities, to ensure coverage for those services with long waiting queues in public facilities	●	●	●			Aasandha	MoH, MoGFSS, MoF, NSPA
	Action 1.1b: Expand Aasandha scheme to include Maldivians residing in Sri Lanka, India and Malaysia [MM1.1.5, P79]	●	●				Aasandha	NSPA, MoF, Health Service Providers
	Action 1.1c: Eliminate soliciting for medical costs of major chronic diseases and medical procedures	●	●	●			NSPA	MoGFSS, MoF, Aasandha
Strategy 1.2: Revise benefit packages of existing social protection programs designed towards protection of children to ensure income security for vulnerable children	Action 1.2a: Revise existing single parent allowance program benefits to target children	●	●				NSPA	MoGFSS, NBS, MoF
	Action 1.2b: Revise existing foster parent allowance program benefits to incentivise fostering	●	●				NSPA	MoGFSS, NBS, MoF
	Action 1.2c: Review the on-going National Action Plan on Violence Against Children (2017-2019) and formulate a National Action Plan (2020-2023) on VAC in line with the Law on the Protection of the Rights of Children	●	●				MoGFSS	UNICEF, NGOs, Other related CSOs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.3: Streamline existing pensions and disability programs to ensure social and financial security for the elderly and disabled	Action 1.3a: Harmonize Social Protection mechanisms for PWDs and elderly to ensure that benefits are given with proper screening to the most eligible	●	●				MoGFSS	MPAO, NSPA, MAPD, NGOs, CSOs
	Action 1.3b: Publish new Regulation on disability definition and certification aligned with the law on Protection of the Rights of Persons with Disabilities	●	●				MoGFSS	NSPA, AGO
	Action 1.3c: Revise state pension scheme <i>[To be coordinated and implemented with Action 3.4c of Family subsector matrix]</i>	●	●				MPAO	MoF, MoGFSS, AGO, NSPA
Strategy 1.4: Introduce unemployment benefits [A19]	Action 1.4a: Design the national unemployment benefit scheme, the benefit package, eligibility criteria, funding resources, sustainability and feasibility studies, operational guidelines, roll-out plan, pay-out mechanism and establish payment guidelines <i>[To be coordinated and implemented with Strategy 6.1 of Labour, Employment & Migration subsector matrix]</i>		●	●			MoED	NSPA, MoGFSS, MoHE, MoF, AGO
	Action 1.4b: Conduct an awareness campaign on importance of earning in working age		●	●	●		MoED	NSPA, MoGFSS
	Action 1.4c: Facilitate relevant sectors to address unemployment issues for vulnerable groups to provide partial income and training opportunities for a short term till a job can be found <i>[To be coordinated and implemented with Strategy 6.1 of Labour, Employment & Migration subsector matrix]</i>		●				MoED	NSPA, MoGFSS,

Policy 2: Strengthen the legal and regulatory framework to ensure quality and efficient provision of social protection services

Targets:

Target 2.1: By 2023, at least 50 children are fostered by community

Target 2.2: By 2023, Social Workers Act enacted

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 2.1: Revise and realign regulatory framework to ensure a consolidated social protection system	Action 2.1a: Develop and ratify the "Unemployment Benefits Act"			●	●	●	MoED	MoGFSS, NSPA, CSC, LRA, MRC, AGO, People's Majlis
	Action 2.1b: Conduct a review of Social Protection Act, Domestic Violence Prevention Act, Disability Act, Gender Equality Law, Sexual Offences Act, Sexual Harassment Prevention Act, Special Measures Act	●	●				MoGFSS	FPA, CSOs, AGO, MRC, People's Majlis
	Action 2.1c: Reduce administrative burden on social security applications through a single applications portal <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>		●	●			MoGFSS	CTO, NSPA, MRC, NDC, AGO
Strategy 2.2: Formulate and enact key legislations for social protection	Action 2.2a: Enact Law on the Protection of the rights of Children	●					MoGFSS	MoH, MoE, AGO, People's Majlis
	Action 2.2b: Enact Juvenile Justice Act <i>[To be coordinated and implemented with Action 8.1a of Rule of Law & Judicial Reform subsector matrix]</i>	●	●				MoHA	MoGFSS, AGO, JJU, MPS, People's Majlis
	Action 2.2c: Enact Social Workers Act (legislation for organizational structures, job classifications and pay structure for caretakers and social service providers)		●	●	●		MoGFSS	AGO, CSOs, MoF, NPC, People's Majlis
	Action 2.2d: Enact Elderly Persons Law		●	●			MoGFSS	AGO, People's Majlis

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 2.3: Develop and strengthen the regulatory framework for fostering and alternative care mechanisms <i>[To be coordinated and implemented with Action 5.1e of Family subsector matrix]</i>	Action 2.3a: Conduct a comprehensive study on the implementation of the existing Regulation on fostering	●					MoGFSS	AGO, FC
	Action 2.3b: Review and publish Fostering Regulations		●				MoGFSS	MoHA, JJU, CSOs, AGO
	Action 2.3c: Strengthen monitoring of the foster care and alternative care mechanisms <i>[To be coordinated and implemented with Action 5.1f of Family subsector matrix]</i>		●				MoGFSS	ARC
	Action 2.3d: Conduct awareness programs and encourage communities to provide care for children who can be fostered	●	●	●	●	●	MoGFSS	CSOs

Policy 3: Reform and strengthen the social protection system to ensure sustainability of social protection expenditures and efficiency of the system

Targets:

Target 3.1: By 2022, well managed integrated data management system for easy access to social protection system established

Target 3.2: By 2023, efficient multi-sectoral coordination mechanism established

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 3.1: Reform existing social protection programs to develop a consolidated social protection system and ensure better targeting	Action 3.1a: Review existing multi-sectoral coordination mechanism	●	●				NSPA	CTO, MoGFSS, FPA, MPS, MoHA, JJU, MoH, MoE
	Action 3.1b: Establish an interoperable and integrated data management system through the National Data Centre to ensure easy access to social protection system for citizens and to enable monitoring and evaluation of social protection programs <i>[To be coordinated and implemented with Action 1.3a of Housing and Policy 2 of ICT subsector matrices]</i>	●	●	●			NSPA	NBS, NDC, MoF, MoGFSS
	Action 3.1c: Harmonize all social assistance programs to avoid duplication of social assistance to beneficiaries	●	●				NSPA	MoGFSS, Aasandha, NBS, MoF
Strategy 3.2: Strengthen financing mechanism for social protection system through a combination of contributory and non-contributory schemes to ensure financial sustainability	Action 3.2a: Develop and establish linkages with a progressive taxation system with introduction of income tax <i>[To be coordinated and implemented with Strategy 5.3 of Economic Diversification subsector matrix]</i>	●	●				MoF	MoGFSS, NSPA, MIRA, Aasandha, AGO
	Action 3.2b: Reform and address leakages in the Aasandha scheme		●				Aasandha	NSPA, MoGFSS, MoF
Strategy 3.3: Strengthen and improve national targeting mechanisms for social protection expenditures	Action 3.3a: Establish a mechanism to verify the socio-economic status of beneficiaries and applicants	●	●				MoGFSS	MoF, NBS, NSPA
	Action 3.3b: Review all existing social assistance programs to reflect socio-economic status of beneficiaries	●	●				NSPA	NBS, MoGFSS, MoF
	Action 3.3c: Revise the proxy means test for social protection programs in alignment with the new household income and expenditure survey		●	●			NSPA	NBS, MoGFSS, MoF
	Action 3.3d: Establish a monitoring and evaluation framework for all social assistance programs		●				NSPA	NBS, MoGFSS, MoF

Policy 4: Ensure access to equitable and quality social protection services to increase social cohesion**Targets:**

Target 4.1: By 2022, 2 Elderly Homes operational in 2 Regions of Maldives

Target 4.2: By 2022, 2 Children's Homes and 2 safe Homes operational in 2 regions of Maldives

Target 4.3: By 2023, 50 Social workers trained and employed

Target 4.4: By 2021, Community Social Groups established and functioning

Strategies	Action	20 19	20 20	20 21	20 22	20 23	Lead Implementing Agencies	Other Implementing Agencies
Strategy 4.1: Establish state care institutions and community rehabilitation centres in different regions (in line with the national spatial plan) [MM1.4.7]	Action 4.1a: Review and strengthen existing state care institutions	●	●	●	●	●	MoGFSS	MoE, MoH, Local Councils, LGA
	Action 4.1b: Establish 2 children's home in 2 regions	●	●	●	●		MoGFSS	MoE, MoH, Local Councils, LGA, MoNPI
	Action 4.1c: Establish 2 Elderly homes <i>[To be coordinated and implemented with Action 3.2a of Family subsector matrix]</i>	●	●				MoGFSS	MoNPI, MoH, Local Councils, LGA
	Action 4.1d: Establish fully functional safe homes for victims of Domestic Violence <i>[To be coordinated and implemented with Action 2.2d of Gender Equality subsector matrix]</i>			●	●		MoGFSS	MoH, Local Councils, LGA
	Action 4.1e: Establish a Juvenile Rehabilitation Centre (Special facilities should be set up to provide adequate shelter for young persons with juvenile delinquency behaviour, who are no longer able to live at home or who do not have homes to live in) <i>[To be coordinated and implemented with Action 8.1b of Rule of Law & Judicial Reform subsector matrix]</i>	●	●	●			MoHA	MoYSCE, MoE, MoGFSS, Local Councils, LGA, JJU
Strategy 4.2: Strengthen rehabilitation and reintegration services for vulnerable groups <i>[To be coordinated and implemented with Strategy 2.2 of Prevention of Narcotic Abuse & Drug Rehabilitation subsector matrix]</i>	Action 4.2a: Establish effective community reintegration services and support to assimilate back into the community and labour force [M171] <i>[To be coordinated and implemented with Action 7.2a and 7.3a of Rule of Law & Judicial Reform subsector matrix]</i>	●	●	●	●	●	MoGFSS	JJU, NDA, MoHA, MoYSCE, MoED, CSOs
	Action 4.2b: Develop periodic monitoring and evaluation framework for rehabilitation services <i>[To be coordinated and implemented with Action 7.3c of Rule of Law & Judicial Reform subsector matrix]</i>	●	●				MoGFSS	JJU, NDA, MoHA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 4.3: Strengthen evidence-based policy making and build capacity of social protection service delivery institutions	Action 4.3a: Establish a permanent platform for rigorous research on social issues and provide evidence to guide the formulation of social policy options <i>[To be coordinated and implemented with Strategy 4.1 of Higher Education and Action 2.3a of Resilient Communities subsector matrices]</i>	●	●	●			MoHE	MoGFSS, MNU, UNICEF
	Action 4.3b: Conduct capacity building programs for all existing social workers and associated staff including training on MCPD for case management	●	●	●	●	●	MoGFSS	MPS, CSOs, HEIs, PSTI
	Action 4.3c: Affiliate with higher education institutes to develop and run regular training programs on social work to build the labour force needed in the area	●	●	●	●	●	MoGFSS	HEIs, PSTI
	Action 4.3d: Build capacity of qualified professionals that cater for specific needs and vulnerable groups (e.g.: victim/survivor intervention, perpetrator intervention, drug rehabilitation, children who are at risk of committing crimes and children in conflict with the law)	●	●	●	●	●	MoHE	PSTI, MoGFSS, CSOs, MoH
	Action 4.3e: Review and modify capacity building training programmes for social workers	●	●	●	●	●	MoGFSS	FCSC, State Care Institutions, HEIs, PSTI
	Action 4.3f: Build capacity in the regions to provide quality decentralised social protection services	●	●	●	●	●	MoGFSS	Local Councils, LGA, PSTI, HEIs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 4.4: Strengthen accountability mechanisms of service providers through periodic monitoring and evaluation, and enforcing recommendations	Action 4.4a: Review and amend the code of conduct and procedure manuals for Social workers including the supervision policies on cases reported	●	●				MoGFSS	MoH, MPS
	Action 4.4b: Strengthen monitoring of FCSC	●	●	●	●	●	MoGFSS	
	Action 4.4c: Develop and implement inter-agency procedures in working on clients with mental health issues and children with delinquent behaviour <i>[To be coordinated and implemented with Action 8.2b of Rule of Law & Judicial Reform subsector matrix]</i>	●	●				MoGFSS	MoH, JJU, MPS, MHAF, IGMH-Mental Health Institute
	Action 4.4d: Ensure recommendations from external monitoring bodies are implemented in order to improve service delivery	●	●	●	●	●	MoGFSS	MoH, PGO, AGO, MPS, MoE, HRCM
	Action 4.4e: Improve external monitoring and audits of services provided by social services, police and health sector to survivors of domestic violence and sexual offences <i>[To be coordinated and implemented with Action 2.3d of Gender Equality subsector matrix]</i>	●	●	●	●		MoGFSS	MPS, MoH, AGO, FPU, FPA, PGO, HRCM
	Action 4.4f: Design and implement minimum operational standards for each of the state-run residential and non-residential institutions for vulnerable group	●	●	●			MoGFSS	MoHA, MPS, FPA, UNICEF
Strategy 4.5: Strengthen community-based approach to social protection service delivery and rehabilitation <i>[To be coordinated and implemented with Action 1.1b of Community Empowerment and Action 2.1a of Prevention of Narcotic Abuse & Drug Rehabilitation subsector matrices]</i>	Action 4.5a: Establish Community Social Groups (CSGs) in every island and create a regular monitoring mechanism <i>[To be coordinated and implemented with Action 1.1c of Community Empowerment subsector matrix]</i>	●	●				MoGFSS	Local Councils, MoYSCE, MoH, MPS, MoE, CSOs, FCSC, LGA
	Action 4.5b: Build capacity of CSGs by providing regular trainings, tools and materials <i>[To be coordinated and implemented with Action 2.5b of Decentralisation subsector matrix]</i>	●	●	●	●	●	MoGFSS	PSTI
	Action 4.5c: Promote community based approach to empower vulnerable groups and to establish an inclusive society <i>[To be coordinated and implemented with Action 2.5b of Decentralisation subsector matrix]</i>	●	●	●	●	●	MoGFSS	Local Councils, MoYSCE, MoH, MPS, MoE, CSOs, FCSC, LGA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 4.6: Develop and implement nation-wide advocacy and communications standards to sensitize the public on social protection issues [MM4.1.2]	Action 4.6a: Review and develop a common framework amongst inter-agency on advocating public on social protection <i>[To be coordinated and implemented with Action 2.5b of Decentralisation subsector matrix]</i>	●	●	●			MoGFSS	MoYSCE, MoH, MoE, FPA, MoHA, CSOs, PSM
	Action 4.6b: Conduct awareness sessions on social protection issues including child abuse, Good Parenting Skills, Inclusion, Respect and Acceptance	●	●	●	●	●	MoGFSS	MoYSCE, MoH, MoE, FPA, MoHA, CSOs, PSMF

Policy 5: Establish mechanisms to empower vulnerable groups through effective income-generating opportunities**Targets:**

Target 5.1: By 2023, at least 250 Loans provided to vulnerable groups / individuals

Target 5.2: By 2023, at least 3 government subsidised day care facilities are operational

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 5.1: Facilitate capacity building of vulnerable groups for economic empowerment	Action 5.1a: Develop loan schemes for vulnerable groups to start small businesses through financial institution <i>[To be coordinated and implemented with Action 2.2c of SME subsector matrix]</i>	●	●				MoED	SDFC, MoGFSS
	Action 5.1b: Set up affordable child care facilities in order to ensure women have the means to engage in income generating activities <i>[To be coordinated and implemented with Action 3.5a of Gender Equality and Action 2.1b of Employment, Labour & Migration and Action 5.1d of Family and Action 2.2c of SME subsector matrices]</i>	●	●	●	●	●	MoGFSS	MoF, MoHA, MoNPI, MoED
Strategy 5.2: Establish a mechanism for graduation from social protection programs	Action 5.2a: Integrate social protection beneficiaries to the government's career portal <i>[To be coordinated and implemented with Action 3.1d of Labour, Employment & Migration subsector matrix]</i>		●				MoED	MoGFSS, MoHE
	Action 5.2b: Establish a mandatory training programme for social protection beneficiaries		●	●	●	●	MoGFSS	PSTI, NSPA, Aasandha
	Action 5.2c: Facilitate TVET opportunities to prepare vulnerable groups to join the labour force <i>[To be coordinated and implemented with Action 5.4d of Higher Education subsector matrix]</i>	●	●	●	●	●	MoGFSS	MoHE, Private Sector, TVETA
	Action 5.2d: Set up a mechanism to provide financial support for victims of abuse and DV cases	●	●	●	●	●	MoGFSS	MoYSCE, BCC, MoF

2.5 PREVENTION OF NARCOTIC ABUSE & DRUG REHABILITATION

Since the mid-1970s, drug use has become a growing concern in Maldivian society. The “Rapid situation assessment of Drug abuse in Maldives”, claims that the age range for youth who started using drugs was from 10 to 27 years (mean 16.8 years)⁴. According to the National Drug Use Survey, the prevalence of drug use in Male’ and Atolls were 6.64% and 2.02% respectively. It revealed that drug use was most prevalent in the age group 15-24 years for both males (36%) and females (34%)⁵.

The Maldives’ Drug act (17/2011) directs the responsibilities of stakeholder agencies toward making Maldives a drug free nation. The National Drug Agency (NDA) is mandated under the Drug act of 2011 to carry out all activities in relation to Drug rehabilitation, reducing demand and drug related harm. Alcohol consumption has been an emerging issue among substance abusers, especially amongst adolescents, however it hasn’t been addressed in the Drug Act. Some of the challenges in the subsector include the following - NDA is the only institute that provides drug treatment and rehabilitation services in the country. The effectiveness of the NDA is constrained by of the lack of trained staff. At present, the country lacks facilities to provide treatment and rehabilitation for children, adolescents and women. There is a need to deliver Holistic Substance Use Disorder Treatment and rehabilitation Services, while there is also a lack of efficient transport system between established centres.

Key subsector priorities include strengthening preventive mechanisms of drug use and onset of drug use, expanding treatment capacity and services to increase treatment effectiveness, and promoting law enforcement and cross-sector institutional coordination to respond to the key challenges outlined above.

⁴ National Narcotics Control Board (2003). Rapid situation assessment of Drug abuse in Maldives 2003.

⁵ United Nations Office of Drugs and Crime (UNODC) (2013). National Drug Use Survey 2011/2012.

Policy 1: Strengthen preventive mechanisms of drug use and onset of drug use**Targets:**

Target 1.1: By 2021, prevention programmes redesigned based on evidence from the comprehensive study

Target 1.2: By 2021, 100 trainers for substance use prevention and awareness programmes certified

Target 1.3: By 2023, 20 atolls have certified substance use prevention educators to cover the atoll community

Target 1.4: By 2023, a monitoring and evaluation mechanism to measure the effectiveness of the prevention programmes is functional

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.1: Develop and provide efficient and effective evidence-based prevention programmes throughout the nation	Action 1.1a: Conduct a comprehensive assessment to identify the gaps in prevention programmes	●	●				NDA	Academia, MoHE, UNODC, Colombo Plan
	Action 1.1b: Develop comprehensive and coordinated substance use prevention programmes to conduct throughout the nation		●	●	●	●	NDA	MoH, MoE, MoGFSS, UNODC, Colombo Plan LGA, MoYSCE, Journey, NGOs, SHE
	Action 1.1c: Establish targeted prevention programmes specific to adolescents, children and other risk groups		●	●	●	●	NDA	MoYSCE, MoH, MoE, JJU, MoGFSS, MPS, NGOs
	Action 1.1d: Develop a mechanism to ensure all prevention programmes carried out at local level are evidence-based			●			NDA	MoYSCE, MoH, MoE, JJU, MoGFSS, MPS, NGOs, Local Councils, LGA, CSGs
	Action 1.1e: Review and develop a comprehensive policy for the prevention of substance abuse			●			NDA	PO, AGO, MoYSCE, MoH, MoE, JJU, MoGFSS, MPS, MoHE, NGOs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 1.2: Create awareness and a sense of responsibility among the high-risk groups to abhor and abstain from drugs	Action 1.2a: Increase awareness of general public on risks and consequences associated with the use of illicit drugs and other psychoactive substances	●	●	●	●	●	NDA	MoYSCE , MoH, MoE, JJU, MoGFSS, MPS, MoHE, NGOs, PSM, Local Councils
	Action 1.2b: Conduct awareness sessions for affected family members of substance users	●	●	●	●	●	NDA	MoYSCE, MoH, MoE, JJU, MoGFSS, MPS, MoHE, NGOs, Local Councils
	Action 1.2c: Conduct early intervention to prevent youth and juveniles from engaging in drug and alcohol related offences <i>[To be coordinated and implemented with Action 2.1i of Youth subsector matrix] Education</i>	●	●	●	●	●	MPS	NDA, MoYSCE, MoH, MoE, JJU, MoGFSS, MoHE, NGOs
	Action 1.2d: Introduce child-specific prevention programmes which also include the family and the community at large to reinforce the information that is communicated to the children	●	●	●	●	●	NDA	MoE, MoGFSS, JJU, MoHA, MoYSCE, Local Councils

Policy 2: Expand treatment capacity and services to increase treatment effectiveness**Targets:**

Target 2.1: By 2021, a collaborative network amongst NDA, GO's, NGO's and CBO's is functional

Target 2.2: By 2021, evidence-based substance use treatment programs conducted

Target 2.3: By 2023, 100% of people seeking substance abuse treatment have immediate access to treatment

Target 2.4: By 2022, treatment programs with continuum of care for all target groups aligned to international standards

Target 2.5: By 2023, 100% of pregnant women with substance use disorder benefitted from treatment programs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 2.1: Strengthen linkages among communities and other supportive social services	Action 2.1a: Establish networks among communities and other supportive groups <i>[To be coordinated and implemented with Action 1.1c of Community Empowerment and Strategy 4.5 of Social Protection subsector matrices]</i>		●				NDA	MoE, MoH, MoGFSS, MoHA, MoYSCE, MoIA, JJU, MPS, LGA, Judiciary, MCS, MCrS, Academia, NGOs, International Organizations
	Action 2.1b: Increase NGO participation through incentives and capacity building to engage and work in the area of drug prevention and treatment	●	●	●	●	●	NDA	LGA, UNODC, Colombo Plan, MoGFSS

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 2.2: Establish quality and holistic treatment and rehabilitation services for people with substance use disorder <i>[To be coordinated and implemented with Strategy 4.2 of Social Protection subsector matrix]</i>	Action 2.2a: Establish an effective and evidence-based rehabilitation system, including a community-based rehabilitation system, to provide efficient treatment and reintegration of people with substance use disorder <i>[To be coordinated and implemented with Action 4.4b of Sports subsector matrix]</i>	●	●	●	●	●	NDA	MoGFSS, MoH, UNODC, Colombo Plan
	Action 2.2b: Establish rehabilitation facilities in 2 Regional Urban Centres (RUCs) in line with the national spatial plan			●	●	●	NDA	MoF, MoNPI, NDCC, MoGFSS, UNODC, Colombo Plan
	Action 2.2c: Establish and strengthen effective rehabilitation programmes exclusively for cases with risky medical and psychological conditions		●	●	●	●	NDA	MoGFSS, MoH, UNODC, Colombo Plan, MHAf, Thibaa Psychology, HPA, Maldivian Medical Association
	Action 2.2d: Establish rehabilitation and integration programme for pregnant women and other females with risky behaviours with substance use disorder	●	●	●	●	●	NDA	MoGFSS, MoH, HPA, UNODC, Colombo Plan, WHO, UNFPA, CSOs
Strategy 2.3: Strengthen monitoring, evaluation and research for rehabilitation programmes	Action 2.3a: Improve data collection and analysis process in NDA and increase utilization of data for planning <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>	●	●	●	●	●	NDA	CTO, MoGFSS, MoHE, NDC, NBS, UNODC, Colombo Plan
	Action 2.3b: Develop and operationalize tools on evaluating the effectiveness of treatment programmes		●	●	●	●	NDA	MoGFSS, MoHE, UNODC, Colombo Plan
	Action 2.3c: Coordinate with research centre on producing high quality research on drug related issues		●	●			NDA	MNU, MoHE, Private HEIs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 2.4: Promote social inclusion of drug users after treatment to ensure social adaptation and to prevent relapse of drug addiction	Action 2.4a: Provide opportunities to improve skills and competencies for preventing drug use through the national TVET, polytechnic programme, sports skill development and sports related training <i>[To be coordinated and implemented with Action 5.4e of Higher Education and Action 4.4c of Sports subsector matrices]</i>	●	●	●	●	●	NDA	MoHE, TVETA, MoYSCE, MoH, MoE, JJU, MoGFSS, MoHE, UNODC, Colombo Plan
	Action 2.4b: Integrate substance users to the career portal of the Ministry of Economic Development <i>[To be coordinated and implemented with Action 3.1d of Labour, Employment & Migration subsector matrix]</i>	●	●				NDA	MoYSCE, MoE, MoHE, MoGFSS
Strategy 2.5: Build and strengthen technical capacity in the area of drug prevention and rehabilitation	Action 2.5a: Build capacity of technical staff to provide specialist care (children, women, youth, and elderly) for comorbidity	●	●	●	●	●	NDA	MoHE, UNODC, Colombo Plan
Strategy 2.6: Provide safe and secure environment for the clients and staff	Action 2.6a: Establish an accessible, reliable, cost effective, efficient transportation system for NDA treatment facilities through the transport network <i>[To be coordinated and implemented with Strategy 2.1 of Transport Network subsector matrix]</i>	●	●	●	●	●	MoTCA	MoGFSS, MoF, NDA, MoNPI

Policy 3: Enhance effective law enforcement, coordination and cooperation within enforcing agencies to counter illicit drug activity, in coherence with relevant actions determined by the State

Targets:

Target 3.1: By 2020, coordinated surveillance system at all airports and seaports established

Target 3.2: By 2022, Drug Offender and Remand Centre established and operational

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 3.1: Eliminate all avenues of drug trafficking [M121]	Action 3.1a: Establish coordinated surveillance system at all sea, air and post facilities <i>[To be coordinated and implemented with Strategy 1.1 of National Security & Public Safety subsector matrix]</i>	●	●	●	●	●	MCS	MPS, MNDF, MPL, Sea ports, Air ports, International Organizations, Maldives Post Limited
	Action 3.1b: Introduce stringent modern security measures at all sea and air ports facilities for tracking drug traffickers <i>[To be coordinated and implemented with Strategy 1.1 of National Security & Public Safety subsector matrix]</i>	●	●	●	●	●	MCS	MNDF, MPL, Sea ports, Air ports, International Organizations
	Action 3.1c: Take all appropriate legal measures, to protect children from the illicit use of narcotic drugs and to prevent the use of children in the illicit trafficking of such substances	●	●	●	●	●	MPS	AGO, MoGFSS, NDA, JJU, MoHA, PGO
Strategy 3.2: Identify and enforce strict measures against drug dealers and traffickers [M121]	Action 3.2a: Conduct targeted policing on drug trafficking and dealing networks	●	●	●	●	●	MPS	MCS, Immigration
	Action 3.2b: Develop well-equipped specialist operational capabilities in Maldives Police Service on preventing drug trafficking <i>[To be coordinated and implemented with Strategy 4.5 of National Security & Public Safety subsector matrix]</i>	●	●	●	●	●	MPS	NDA
	Action 3.2c: Establish a Drug Offender Remand Centre as stipulated in the Drug Act		●				NDA	MCS, MoNPI, MoF

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agencies	Other Implementing Agencies
Strategy 3.3: Strengthen international cooperation against drug trafficking and smuggling <i>[To be coordinated and implemented with Strategy 1.5 of Foreign Affairs subsector matrix]</i>	Action 3.3a: Facilitate offshore disruption of drug smuggling networks with the help of international partners	●	●	●	●	●	MPS	International Partners
	Action 3.3b: Develop and establish a systematic mechanism for information and intelligence information sharing <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>	●	●	●	●	●	MPS	CTO, MCS, Immigration, NDC
Strategy 3.4: Ensure effective implementation of Drug Act [17/2011]	Action 3.4a: Establish rehabilitation centres mandated in Drug Act [17/2011] (Rehabilitation Centres for Juveniles and Females) <i>[To be coordinated and implemented with Action 8.1b of Rule of Law & Judicial Reform]</i>	●	●	●	●		NDA	MoNPI, MoF, JJU, MoGFSS
	Action 3.4b: Review and revise existing policies, rules and regulations for rehabilitation services	●	●	●	●	●	NDA	DC, AGO
	Action 3.4c: Review and Amend Drug Act including, definition of substances, allocation of implementing agencies for specific tasks and to adopt a more child-sensitive and recovery-oriented approach to children misusing drugs		●					NDA



Dignified Families

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DIGNIFIED FAMILIES

Family

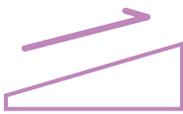


By 2022

Centre for Disability Management and Rehabilitation is functional

By 2023

every atoll is equipped with a school based therapist to cater for children with special educational needs



By 2023

all public transport facilities have accessibility for PWDs

By 2023

a free public transport scheme for registered PWDs introduced



By 2023

At least **1** elderly residential home



established and operation under Public Private Partnership

By 2023

baby box is provided to all families with a new born



Housing



By 2020

all housing issues faced by Tsunami affected families has been resolved

By 2021

all families relocated (by the government) from one island to the other provided with housing



at least MVR

1 billion



By 2023

is sanctioned under the national affordable housing loan scheme

By 2023



new housing units developed and utilized by

20,000 families

Youth



By 2020

NYC is functional with balanced representation of women and that of atolls



Between 2019 and 2023

500 vulnerable youth received higher education scholarships and/or loans

By 2023

At least

50



are supported with technical support and integration to digital marketing platforms

young women led businesses



By 2020

a clear definition of vulnerable youth and at-risk youth is adopted by NYC and is institutionalized across for government-wide programme targeting



By 2023

a quota is set within social housing schemes targeting vulnerable and at-risk youth

By 2023

voluntary youth unemployment is



reduced by **10%** from 2018 levels

Community Empowerment



By 2022

all islands have trained Community Empowerment Officers with **30%** women

at least

2



By 2023

multipurpose centres are operational



By 2023

all community centres are accessible to PWDs and elderly

Sports

By 2023

at least **70** medals



gained for Maldivian athletes in the next Indian Ocean Island Games



80%

sports facilities are modified integrating needs of women and PWDs

all National Associations have



in their executive boards/committees

at least **10%**



of rehabilitating offenders, juvenile offenders and recovering substance users have benefited from sports skill development and or sports related training

Islamic Faith

By 2023



all schools in the Maldives have teachers professionally trained to tackle extremist ideology within the school environment



at least one House of Wisdom (*Bayt-Al-Hikma*) Public Academy and Intellectual Centre is established and operational

at least **80%** of mosques



utilize renewable energy for air conditioning

imams with degree level qualifications increased by



40%

compared to 2018 level



DIGNIFIED FAMILIES

Family is the foundation of Maldivian society. Policies focusing on strengthening family ties and addressing socio-economic issues are a recurring theme in all sectoral policies. The government views that a special focus on building stronger families is central to addressing issues relating to domestic violence, child protection and youth vulnerabilities. Creating an enabling environment for families through provision of affordable housing schemes will help build stronger and resilient families. Growing problems of substance abuse among young people, school dropout rates, mental health, and an ageing adult population are issues that can be addressed through the family.

Addressing key issues affecting family life will help improve quality of life and thereby the overall development of the country.

This sector has six subsectors; (i) Family, (ii) Housing, (iii) Youth, (iv) Community Empowerment, (v) Sports, and (vi) Islamic Faith. The following provides a summary of the key challenges and policy priorities for each of the associated subsectors.

3.1 FAMILY

This subsector specifically focuses on population changes in the Maldives, the needs of persons with disabilities (PWDs), elderly and other groups that are disadvantaged due to socio-economic inequalities. The 2014 population and housing census shows that the elderly population has increased, leading to an onset of population ageing in the country towards the end of 2054. Furthermore, there is an increase in the median age from 17 to 37 years old demonstrating an ageing population. Therefore, there is a need to rethink and refocus the reform of our healthcare, aged care and pension schemes.

Islands in the Maldives have always maintained high community spirits through social gatherings, volunteerism, community sports and other community led programs. But due to changes in lifestyle, lack of access to essential services, and extreme centralization, many island communities have been abandoned by its most economically active people. Islands are often left with women, young children and the elderly. Government policies aim to change this trend by creating jobs, reviving the island economy and bring together families through decentralization.

Policy 1: Foster a stable, safe and just society that promotes social inclusion and protection of all human rights [MM4.3.6, MM4.10.3]

Targets:

Target 1.1: By 2023, every atoll is equipped with a school-based therapist to cater for children with special educational needs

Target 1.2: By 2023, all public transport facilities have accessibility for PWDs

Target 1.3: By 2023, a free public transport scheme for registered PWDs introduced

Target 1.4: From 2020 onwards, ascertain that PWDs benefit from free priority assistive devices

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Ensure the provision of accessibility to services in islands for children with special needs [MM4.3.6, MM4.10.3]	Action 1.1a: Conduct island level and atoll level therapy camps for children with special needs		●	●	●		MoGFSS	MoE, CSOs
	Action 1.1b: Provide trained school-based therapist for children at atoll level <i>[To be coordinated and implemented with Action 1.5h of Education subsector matrix]</i>		●	●	●	●	MoE	MoGFSS, CSOs
	Action 1.1c: Provide tools for schools for inclusive education <i>[To be coordinated and implemented with Strategy 1.5 of Education subsector matrix]</i>		●	●	●	●	MoE	MoGFSS , CSOs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.2: Increase physical accessibility to public infrastructure and activities for Persons with Disabilities (PWDs) [MM4.8.5]	Action 1.2a: Conduct advocacy and awareness campaigns on the importance of ensuring access to physical environments for PWDs		●	●	●	●	MoGFSS	MoNPI, NSPA, CSOs
	Action 1.2b: Establish and enforce standards on accessibility to transportation services for PWDs in line with international best practice [M169; MM4.7.1, MM4.7.2, MM4.7.3] <i>[To be coordinated and implemented with Strategy 3.3 of Transport Network subsector matrix]</i>			●	●	●	MoTCA	MoGFSS, MTCC, IASL
	Action 1.2c: Make public ferry terminals, ferries, and public transport accessible for PWDs <i>[To be coordinated and implemented with Action 2.1k and Strategy 3.3 of Transport Network subsector matrix]</i>	●	●	●	●	●	MoTCA	MTCC, IASL, MoGFSS, MoNPI
	Action 1.2d: Provide special arrangements for PWDs in public transportation, including introducing a scheme for free public transport for registered PWDs <i>[To be coordinated and implemented with Strategy 3.3 of Transport Network subsector matrix]</i>	●	●	●	●	●	MoTCA	MTCC, MoGFSS, NSPA, MoF
	Action 1.2e: Make public streets more accessible and reserve parking spaces for PWDs	●	●	●	●		MoTCA	MoGFSS, Local Councils, MoNPI
	Action 1.2f: Review existing building codes and formulate a standard to make premises accessible for PWDs [MM4.5.2]	●	●	●			MoNPI	MoGFSS, AGO
	Action 1.2g: Introduce measures to make changes to high-rise buildings where there are no lifts	●	●				MoNPI	HDC, MoGFSS
	Action 1.2h: Restructure existing buildings which provide public services and public space by incorporating accessibility standards [MM4.5.1, MM4.5.3]	●	●	●	●	●	MoNPI	HDC, MoGFSS, MoYSCE
	Action 1.2i: Monitor and determine the level of accessibility in all buildings	●	●	●	●	●	MoNPI	MoNPI, HDC, MoGFSS

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.3: Provide free accessibility to assistive devices and other support targeting PWDs [MM4.9.1]	Action 1.3a: Adopt the WHO Priority Assistive Products List (APL) and issue them via medical welfare program <i>[To be coordinated and implemented with Strategy 1.1 of Social Protection subsector matrix]</i>		●	●	●	●	MoGFSS	MoF, NSPA, WHO
	Action 1.3b: Conduct workshops with PWDs and technical experts for development of assistive devices to contextualise and identify the rollout priority for the APL items for PWDs in the Maldives [MM4.9.2]	●	●				MoGFSS	NSPA, NGOs
	Action 1.3c: Increase capacity of relevant local NGOs and Disabled People’s Organisations (DPOs) to gain access to items in APL via purchase or production of required assistive devices for PWDs in Maldives	●	●	●	●	●	MoGFSS	NSPA, DPO, MAPD, MRC, Blind Association, Deaf Association, NGOs
	Action 1.3d: Review disability regulation (2011/R-3) and incorporate coverage of aid for APL		●				MoGFSS	NSPA, AGO
Strategy 1.4: Ensure media is accessible for PWDs [MM4.1.4]	Action 1.4a: Conduct awareness workshops for media to have an inclusive way of disseminating information on issues related to PWDs	●	●	●			MoGFSS	PSM, MoED, MBC, Private Media Operators
	Action 1.4b: Incentivise media to be proactive in implementation of accessibility to information for PWDs	●	●	●			MBC	PSM, MoED, MoGFSS, Private Media Operators

Policy 2: Ensure that Persons with Disabilities (PWDs) have their rights promoted, upheld and protected [M168; MM4.3.3, MM4.3.4]**Targets:**

Target 2.1: By 2022, Centre for Disability Management and Rehabilitation is functional

Target 2.2: By 2021, National Registry of PWDs is up to date and utilised

Target 2.3: By 2021, National Disability Council is active and provided protection/safeguarded rights of 95% of cases submitted to the council

Target 2.4: By 2021, 3 in 5 government employees know basics of the national disability effort/ programme

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Strengthen the institutional structure for disability related policy making and implementation [M168; MM4.3.3, MM4.3.4]	Action 2.1a: Establish Centre for Disability Management and Rehabilitation (CDMR)		●	●	●		MoGFSS	MoF, MoNPI, MoH
	Action 2.1b: Train technical staff to provide therapeutic services required for PWDs at CDMR		●	●	●	●	MoGFSS	MoH
	Action 2.1c: Reform the National Disability Council as an independent body by reviewing the disability council regulation [MM4.1.5]	●	●				MoGFSS	AGO
	Action 2.1d: Review and amend the Disability law including changes to make the National Disability Council as a body providing guidance to the Ministry mandated to uphold and provide services for PWDS, and providing some level of authority to penalize those who abuse PWDs and those who do not adhere to regulations pertinent to PWD	●	●				MoGFSS	AGO, NSPA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.2: Establish a National Registry of PWDs [MM4.1.1]	Action 2.2a: Conduct a National Disability identification and certification exercise and develop National Registry of PWDs <i>[To be coordinated and implemented with Policy 2 of ICT and Action 1.3a of Housing subsector matrices]</i>	●	●	●	●	●	MoGFSS	Local Councils, NCIT, NSPA
	Action 2.2b: Conduct training programme for private and public sector stakeholders on the identification and certification of PWDs and establish a registry of certified personnel to conduct certification and identification exercises	●	●	●	●	●	MoGFSS	Local Councils, NSPA
	Action 2.2c: Establish an online tool that registered/certified NGOs and Public sector stakeholders can use to proactively and continuously conduct national identification and certification exercises to ensure that the national registry of PWDs is systematically and regularly updated <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>	●	●	●	●	●	MoGFSS	Local Councils, NSPA, NGOs, NCIT
	Action 2.2d: Increase government-initiated disability awareness programme in Male' and atolls especially amongst civil servants and employees of SOE	●	●	●	●		MoGFSS	CSC, SOEs, MoYSCE, Local Councils

Policy 3: Promote dignity and respect for the elderly [M170]**Targets:**

Target 3.1: By 2023, standards established on ensuring physical accessibility of the elderly in transportation facilities and premises are fully enforced

Target 3.2: By 2021, up to date evidence on situation of elderly is available for policy making and awareness raising

Target 3.3: By 2022, national law on elderly is enacted

Target 3.4: By 2023, at least 1 elderly residential home established and operation under Public Private Partnership

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Increase physical accessibility to public infrastructure and community buildings for the elderly	Action 3.1a: Modify the structures of the community centres to ensure they are elderly friendly [M170] <i>[To be coordinated and implemented with Strategy 2.1 of Community Empowerment subsector matrix]</i>	●	●	●			MoYSCE	MoGFSS
	Action 3.1b: Establish and enforce standards on accessibility to transportation services for the elderly in line with international best practice <i>[To be coordinated and implemented with Strategy 3.3 of Transport Network subsector matrix]</i>	●	●	●			MoTCA	MTCC, IASL, MoGFSS
	Action 3.1c: Review existing building codes and formulate a standard to make premises accessible for elderly	●	●	●			MoNPI	HDC, MoGFSS
	Action 3.1d: Provide special arrangements for the elderly in public transportation, including introducing a scheme for discounted public transport <i>[To be coordinated and implemented with Strategy 3.3 of Transport Network subsector matrix]</i>	●	●	●	●	●	MoTCA	MTCC, MoGFSS, MoF
	Action 3.1e: Conduct public awareness on issues related to elderly and infrastructure	●	●	●	●	●	MoGFSS	MoNPI, HDC, MoYSCE

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.2: Establish elderly residential homes [MM1.4.7]	Action 3.2a: Introduce a new policy to facilitate the establishment of government subsidised elderly homes in partnership with private sector <i>[To be coordinated and implemented with Action 4.1c of Social Protection subsector matrix]</i>	●	●				MoGFSS	MoF, MoNPI, Local Councils, MoH
	Action 3.2b: Develop a mechanism with relevant stakeholders to monitor the functioning of elderly homes <i>[To be coordinated and implemented with Strategy 4.4 of Social Protection subsector matrix]</i>	●	●				MoGFSS	MoH, Local Councils
Strategy 3.3: Increase evidence on elderly and promote their rights and participation in community	Action 3.3a: Conduct a nationwide assessment on the situation and experiences of the elderly		●	●			MoGFSS	MoNPI, NBS
	Action 3.3b: Conduct research into gender specific healthy ageing and rights-based issues of the elderly <i>[To be coordinated and implemented with Action 4.1d of Health subsector matrix]</i>		●	●			MoGFSS	MoH, NBS
	Action 3.3c: Develop advocacy tools and materials to be shared with the community centres and conduct programme on raising awareness on elderly through the community centres <i>[To be coordinated and implemented with Action 2.1a of Community Empowerment subsector matrix]</i>	●	●	●	●		MoGFSS	MoYSCE, MoH
	Action 3.3d: Facilitate accessibility for elderly people when conducting cultural and social events <i>[To be coordinated and implemented with Strategy 1.4 of Arts, Culture & Heritage subsector matrix]</i>	●	●	●	●		MoGFSS	MoACH, MoYSCE
	Action 3.3e: Encourage sectors to develop inclusive programme/ events where elderly can get engaged	●	●	●	●	●	MoGFSS	Israhvehinge Jamiyya, Manfaa Centre, NGOs
	Action 3.3f: Establish a mechanism to ensure representation of elderly in the decision-making process such as inclusion of elderly in relevant policy making committees	●	●	●			MoGFSS	Israhvehinge Jamiyya, Manfaa Centre, NGOs
	Action 3.3g: Mark special days such as Elder Abuse aware day, Elderly day and National Grandparents Day	●	●	●	●		MoGFSS	Israhvehinge Jamiyya, Manfaa Centre, MRC

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.4: Improve the legal framework to support elderly	Action 3.4a: Draft and enact a National Law on Elderly Rights based on findings of the national assessment of elderly		●	●	●		MoGFSS	AGO, Israhvehinge Jamiyya, Manfaa Centre, MRC, People's Majlis
	Action 3.4b: Conduct awareness campaign on National law on elderly rights		●	●	●		MoGFSS	Israhvehinge Jamiyya, Manfaa Centre, NGOs, Local Councils
	Action 3.4c: Review Pension law and assess how best pension benefit can be given for senior citizens [M162] <i>[To be coordinated and implemented with Action 1.3c of Social Protection subsector matrix]</i>	●	●	●	●		MPAO	MoF, AGO, Israhvehinge Jamiyya, MoGFSS, NSPA
Strategy 3.5: Develop and ensure affordable access to quality elderly person-centred and integrated clinical care at island/city level	Action 3.5a: Implement measures to ensure elderly friendly health care facilities in island/city level <i>[To be coordinated and implemented with Strategy 3.3 of Health subsector matrix]</i>	●	●	●			MoH	Manfaa Centre, MoGFSS, Local Councils
	Action 3.5b: Build capacity of communities on first response to emergency care related to elderly <i>[To be coordinated and implemented with Action 5.2b of Health subsector matrix]</i>	●	●	●	●		MoH	MRC, Manfaa Centre, MoGFSS, NGOs

Policy 4: Ensure vulnerable groups within the community have access to a range of support to assist them to live independently and to actively engage in their communities [M171]

Targets:

Target 4.1: By 2022, all Community Social Groups (CSGs) provide Community Based Rehabilitation (CBR)

Target 4.2: By 2023, psychosocial support services provided to vulnerable groups through FCSCs increased by more than 50% compared to 2018 level

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Strengthen community driven support service for vulnerable groups	Action 4.1a: Increase capacity of FCSCs to provide counselling services for vulnerable groups [M171]	●	●	●	●		MoGFSS	NGOs
	Action 4.1b: Facilitate employment and inclusive participation of vulnerable groups in society <i>[To be coordinated and implemented with Strategy 3.1 of Labour, Employment & Migration subsector matrix]</i>	●	●	●	●		MoGFSS	MoED
	Action 4.1c: Conduct trainings for Community Social Groups (CSGs) to provide Community Based Rehabilitation (CBR) for communities [MM4.10.1] <i>[To be coordinated and implemented with Action 1.1b and 1.1c of Community Empowerment subsector matrix]</i>	●	●	●			MoGFSS	UNICEF, MoYSCE
	Action 4.1d: Monitor programme conducted by CSGs on CBR <i>[To be coordinated and implemented with Action 1.1b and 1.1c of Community Empowerment subsector matrix]</i>	●	●	●			MoGFSS	UNICEF, MoYSCE

Policy 5: Reduce experiences of socio-economic disparity amongst families [M159, M164]**Targets:**

Target 5.1: By 2023, at least 3 government subsidized day care facilities are operational

Target 5.2: By 2023, baby box is provided to all families with a newborn

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Establish a mechanism to ensure that every child born is entitled to love, care and affection of a family [M159, M164]	Action 5.1a: Provide a baby box for all families having a newborn [M159, M164]	●	●	●	●	●	NSPA	MoF, MoGFSS, MoH, Local Councils
	Action 5.1b: Grant 6 months of paid maternity leave and 1 month of paid paternity leave for government employees [M163, MM3.3.9] <i>[To be coordinated and implemented with Action 1.4d of Gender Equality subsector matrix]</i>	●					MoGFSS	CSC
	Action 5.1c: Strengthen regulatory framework for day care centres [MM3.3.8]	●	●	●			MoGFSS	AGO
	Action 5.1d: Establish quality and affordable day care centres in 3 regions <i>[To be coordinated and implemented with Action 5.1b of Social Protection and Action 2.1c of Employment, Labour & Migration subsector matrices]</i>	●	●	●			MoGFSS	MoED, MoF, MoHA, MoNPI
	Action 5.1e: Establish an effective mechanism where children under state care can be fostered [M173] <i>[To be coordinated and implemented with Strategy 2.3 of Social Protection subsector matrix]</i>	●	●	●			MoGFSS	AGO, MoHA, JJU, CSOs
	Action 5.1f: Strengthen monitoring of those children fostered are taken care based on adequate standards <i>[To be coordinated and implemented with Action 2.3c of Social Protection subsector matrix]</i>	●	●	●	●	●	MoGFSS	ARC

3.2 HOUSING

Provision of affordable housing is one of the most important pledges of this government. This is a pressing issue that needs to be addressed immediately and is a root cause of many socio-economic issues in the country.

The total resident population of the Maldives, including the expatriate population, is estimated to be around 530,000 in 2019. By 2028 the population is expected to increase to almost 650,000 with a need for 30,000 more homes assuming an average of four per household. The national housing deficit is estimated to be 20,000. Some of the key challenges in the sector include an acute housing shortage and congested living conditions in the capital, Male', limited affordability and quality of housing available, a shortage of housing finance options and a weak legal and cohesive institutional framework for delivering housing.

The key policy priorities in this subsector include increasing accessibility to housing through increasing the housing supply, and provision of social housing through institutional and legal reforms. Other priorities focus on improving affordability of housing through access to finance and saving schemes and facilitating decentralized housing delivery in the atolls.

Policy 1: Increase accessibility to housing**Targets:**

Target 1.1: By 2023, new housing units developed and utilized by 20,000 families

Target 1.2: By 2020, all housing issues faced by Tsunami affected families has been resolved

Target 1.3: By 2021, all families relocated (by the government) from one island to the other are provided with housing

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Expand housing development and supply	Action 1.1a: Develop housing units for 20,000 families in line with National Spatial Plan [MM6.1.1] [SDG11.1]	●	●	●	●	●	MoHUD	FDC, HDC, MoNPI
	Action 1.1b: Establish a mechanism to expedite major housing projects that are on-going	●	●	●	●		MoED	HDC, FDC, MoF
	Action 1.1c: Introduce a subsidized housing scheme for those who are entitled for housing benefits [M166]		●	●	●	●	MoHUD	MoGFSS, FDC, MoF
Strategy 1.2: Strengthen the legal framework governing the housing sector	Action 1.2a: Develop and enact legislation to govern fair and transparent provision of social housing [A19, P22]		●				MoHUD	AGO, People's Majlis, HDC, FDC
	Action 1.2b: Develop and enact a Tenancy Act to ensure tenancy rights for an effective housing market [M118]	●	●				MoHUD	AGO, People's Majlis, HDC, FDC, MACI, CSOs
	Action 1.2c: Develop and enact a Condominium Act to manage and regulate condominium developments to facilitate a functioning real estate market	●	●				MoHUD	AGO, People's Majlis, FDC, HDC, Local Councils, MACI, CSOs
	Action 1.2d: Develop an integrated information system to take stock of, and govern/manage all social housing projects of the government <i>[To be coordinated and implemented with Policy 2 of ICT and Action 2.2e of Independent Institutions & Public Service Reform subsector matrices]</i>	●	●				MoHUD	FDC, Local Councils, HDC, NCIT
	Action 1.2e: Establish a nationwide registry for land and property ownership and make the process of registering/transferring of land/property more streamlined and efficient <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>		●	●	●	●	MoHUD	MoNPI, Local Councils, NCIT, CC

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies	
Strategy 1.3: Roll out targeted housing schemes for financially disadvantaged and vulnerable groups	Action 1.3a: Create and maintain a digitalized registry of those individuals eligible for special housing schemes (i.e. financially disadvantaged, vulnerable groups, Persons with disabilities (PWDs), single parents etc.) <i>[To be coordinated and implemented with Action 2.2a of Family and Action 3.1b of Social Protection and Policy 2 of ICT subsector matrices]</i>		●	●	●	●	MoHUD	FDC, MoGFSS, NCIT, NSPA, Local Councils	
	Action 1.3b: Provide free social housing for financially disadvantaged groups [MM6.2.1, MM4.6.1]		●	●	●	●	MoHUD	FDC, Local Councils, MoGFSS,	
	Action 1.3c: Earmark social housing units for the use of those who require social protection including families affected by domestic violence [MM6.2.3] <i>[To be coordinated and implemented with Action 3.1a of Youth subsector matrix]</i>			●	●	●	●	MoHUD	FDC, Local Councils, MoGFSS, MoYSCE
	Action 1.3d: Resolve all housing issues faced by Tsunami affected families	●	●				MoHUD	Local Councils, NDMA, MoNPI	
	Action 1.3e: Provide housing solutions for families relocated (by the government) from one island to the other	●	●				MoHUD	Local Councils, MoNPI, FDC	
	Action 1.3f: Coordinate with National Disaster Management Authority to provide emergency housing support to those affected by disasters <i>[To be coordinated and implemented with Strategy 1.2 of Resilient Communities subsector matrix]</i>	●	●	●	●	●	MoHUD	NDMA, Local Councils, MoF, MoNPI	
	Action 1.3g: Facilitate entitled applicants under Veshifahi and Gulhifalhu program with access to housing units		●	●	●	●	MoHUD	FDC	

Policy 2: Increase affordability of housing**Targets:**

Target 2.1: By 2022, at least MVR 1 billion is sanctioned under the national affordable housing loan scheme

Target 2.2: By 2023, at least 20 families benefit from the saving instrument introduced

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Develop financial instruments to facilitate affordable housing finance	Action 2.1a: Introduce an attractive saving instrument for financing of housing needs and create awareness on the importance of saving as a tool for future housing finance		●	●	●	●	MoHUD	MMA, HDFC, BML, MIB, FDC, MPAO, MoF, MFMC
	Action 2.1b: Develop and introduce a national affordable housing loan scheme with fair and transparent eligibility criteria with a maximum annual interest of 6% [M118, MM6.4.4, MM6.4.5] [MM6.2.4, MM6.4.2]	●	●	●	●	●	MoHUD	MMA, BML, MIB, FMCL, FDC
	Action 2.1c: Establish a funding arrangement to assist landowners in the finance and construction of their land plots [M43, P3, P26]		●	●	●	●	MoHUD	MoED, FDC, FMCL

Policy 3: Promote decentralized housing provision and land accessibility

Targets:

Target 3.1: By 2021, new procedure to obtain land plots are operationalized through Local Councils

Target 3.2: By 2022, at least 50% of people applying for land from other islands are provided housing plots

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Strengthen accessibility for housing in islands	Action 3.1a: Develop new and improved procedure to allocate land plots for housing in islands where land is available and based on approved land use plans [M119, MM6.3.2]	●	●	●	●	●	MoHUD	Local Councils, LGA, MoNPI
	Action 3.1b: Provide housing solutions in islands with limited availability of land, through reclamation of land or building of social housing units [M119]	●	●	●	●	●	MoHUD	MoNPI, FDC
	Action 3.1c: Build the necessary infrastructure/public services to complement new housing development projects <i>[To be coordinated and implemented with Policy 1 of Resilient Communities subsector matrix]</i>		●	●	●	●	MoNPI	MoHUD, Local Councils, MoNPI, MoF
	Action 3.1d: Establish a mechanism for families living in inadequate spaces to give up that space in exchange of housing plots from islands where land is available [MM 6.3.3]		●				MoHUD	MoNPI, Local Councils

3.3 YOUTH

With nearly a half of Maldivians under the age of 35, the Government has a unique opportunity to make transformational decisions which will enable the country to reap the best from its young demographic. While youth unemployment remains at 8 percent, voluntary unemployment among youth is 29 percent.

Young people interviewed as part of the Youth Voices survey conducted by the Government stated that the most urgent issues facing young people today are drug and alcohol abuse, the shortage of jobs, broken families or negligence and lack of good education. Youth vulnerabilities contribute immensely to their involvement in criminal gangs and in violence driven by extremist ideologies.

The youth subsector outlines key policy priorities to address these challenges including youth access to health, employment and economic opportunities, education and increasing youth representation in decision making.

Policy 1: Strengthen the governance framework to respond effectively to the issues facing young men and women [M125] [MM3.1.1]

Targets:

Target 1.1: By 2020, Nation Youth Council (NYC) is functional with balanced representation of women and that of atolls

Target 1.2: By 2020, a clear definition of vulnerable youth and at-risk youth is adopted by NYC and is institutionalized across for government-wide programme targeting

Target 1.3: By 2023, young male and female representation is achieved in at least 6 government decision making bodies and in at least 5 parliamentary committees

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies	
Strategy 1.1: Promote multi-stakeholder response to youth development issues	Action 1.1a: Operationalize Nation Youth Council (NYC) [MM3.1.1, P244, MM3.1.2]	●					MoYSCE	PO	
	Action 1.1b: Formulate and enact a Youth Act with amendments to the youth age group and categorising of at-risk and vulnerable youth in the Maldivian context	●	●				MoYSCE	NYC, CSOs, UNICEF, MoE, MoHE, MoHA, NDA, MoGFSS, NGOs, AGO, People's Majlis	
	Action 1.1c: Conduct research to understand issues facing young people in atolls and urban areas and identify/define at-risk youth and vulnerable youth for systematic targeting of activities across government institutions			●	●	●	●	MoYSCE	MoGFSS, NYC, UNICEF, JJU, NGOs
	Action 1.1d: Develop an Action Framework with multi-stakeholders to address youth unemployment [MM3.3] [To be coordinated and implemented with Strategy 6.1 of Labour, Employment & Migration subsector matrix]	●	●					MoYSCE	MoED, MoHE, MoE, UNDP, UNICEF
	Action 1.1e: Create an online platform to coordinate youth development activities including ICT and other related areas [To be coordinated and implemented with Policy 2 of ICT subsector matrix]				●	●	●	MoYSCE	NCIT, CTO, Ugail Foundation
Strategy 1.2: Ensure youth participation in policy making [MM3.1.2]	Action 1.2a: Conduct Regular Forums across Maldives (Holhuashi) to discuss issues related to youth and how the current policies, laws and regulations address the issues				●	●	●	MoYSCE	MRC, NGOs, UNDP, AGO
	Action 1.2b: Increase youth representation in key decision-making bodies impacting youth	●	●	●	●	●	MoYSCE		
	Action 1.2c: Facilitate youth parliament every year for young women and men		●	●	●	●	MoYSCE	NGOs, People's Majlis	

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.3: Support young people to develop leadership and advocacy skills that assist them to be actively involved in national development	Action 1.3a: Conduct youth leadership and trainings programme annually	●	●	●	●	●	MoYSCE	NGOs, TM, JCI, UNDP
	Action 1.3b: Facilitate an alumni network of youth leadership participants to institutionalize youth leaders' activities			●	●	●	MoYSCE	TM, JCI, UNDP
	Action 1.3c: Recognize youth contributions through an annual youth award		●	●	●	●	MoYSCE	MoGFSS, NGOs, MRC, Maldives Girl Guide Association, The Scout Association of Maldives
	Action 1.3d: Conduct and facilitate youth exchange programmes locally and internationally			●	●	●	MoYSCE	International Counterparts, UN Agencies, NGOs, MoFA
	Action 1.3e: Conduct civic education programme to the school leavers and children/young people at risk <i>[To be coordinated and implemented with Action 2.1a of Education subsector matrix]</i>			●	●	●	MoYSCE	MoE MoGFSS
	Action 1.3f: Develop Hura Youth Camp Site as a facility for youth development programmes	●	●				MoYSCE	Local Councils
	Action 1.3g: Promote volunteerism among young men and women			●	●	●	MoYSCE	MRC, NGOs, Maldives Girl Guide Association, The Scout Association of Maldives

Policy 2: Enhance social outcomes for young people

Targets:

Target 2.1: Between 2019 and 2023, at least 4 youth leadership programmes are conducted annually

Target 2.2: By 2023, interactive application to promote health and wellbeing is utilised

Target 2.3: By 2023, 500 vulnerable youth received higher education scholarships and/or loans

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Provide high quality accessible services to improve health and wellbeing of young men and women	Action 2.1a: Implement Youth Hotline to promote health and wellbeing targeting particularly in areas such as mental and physical health, positive relationships, use of narcotics, alcohol and other substances	●	●	●	●	●	MoYSCE	MoE, MoHE, NDA, NGOs, MoH, MoGFSS,
	Action 2.1b: Conduct regular programme to make existing community facilities and services more financially affordable and accessible to young people including Public Spaces [P215] [To be coordinated and implemented with Action 2.1b of Community Empowerment subsector matrix]	●	●	●	●	●	MoYSCE	Local Councils, NGOs
	Action 2.1c: Improve Youth Health Café and train more life skill trainers	●	●	●	●	●	MoYSCE	MoE, SHE, MRC, NGOs, PSTI
	Action 2.1d: Review and implement the Youth Health Strategy		●	●	●	●	MoYSCE	MoH, UNFPA, NGOs
	Action 2.1e: Carryout peer educators training and conduct outreach programme on SRH, HIV/AIDS, tobacco cessations, life skills, mental health and wellbeing, physical health, positive relationships, alcohol and other drugs	●	●	●	●	●	MoYSCE	NGOs, UNFPA
	Action 2.1f: Train counsellors to provide better mental health services for young people across the islands	●	●	●	●	●	MoYSCE	MNU, MoH, National Mental Health Institute
	Action 2.1g: Coordinate and integrate community health worker's roles, mandate and training with health and wellbeing topics relevant to youth, such as target areas of mental health and wellbeing, physical health, positive relationships, alcohol and other drugs [To be coordinated and implemented with Action 3.2a of Health subsector matrix]				●	●	●	MoYSCE

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	<p>Action 2.1h: Coordinate and provide youth representation in the proposed multi-sectoral committee at national level for promotion, prevention and management of mental disorders [NMHSP-2021] <i>[To be coordinated and implemented with Action 8.1d of Health subsector matrix]</i></p>			●	●	●	MoYSCE	MoH, HPA
	<p>Action 2.1i: Coordinate and support National Drug Agency activities on early intervention to prevent youth and juveniles from engaging in drug and alcohol related offences <i>[To be coordinated and implemented with Action 1.2c of Prevention of Narcotics & Drug Rehabilitation subsector matrix]</i></p>			●	●	●	NDA	MoYSCE, MoGFSS, NGOs, MoHA, MPS, Journey
	<p>Action 2.1j: Design and develop an interactive application to promote health and wellbeing targeting particularly in areas such as mental and physical health, positive relationships, use of narcotics, alcohol and other substances <i>[To be coordinated and implemented with Strategy 3.2 ICT subsector matrix]</i></p>			●	●	●	MoYSCE	NDA, MoGFSS, NGOs, MoHA, Journey, NDC
	<p>Action 2.1k: Support MoHA to implement activities preventing radicalisation of young people and in rehabilitating radicalised young people in line with national PVE action plan <i>[To be coordinated and implemented with Strategy 2.2 of National Security & Public Safety subsector matrix]</i></p>			●	●	●	MoYSCE	NCTC, MoHA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.2: Increase education opportunities for vulnerable youth	Action 2.2a: Coordinate with MoE to monitor young people at risk of dropping out of school (low attendance) and provide alternative pathways through the Dhasvaaru programme <i>[To be coordinated and implemented with Strategy 1.2 of Education subsector matrix]</i>			●	●	●	MoYSCE	MoE
	Action 2.2b: Coordinate with MoHE and education institutions to improve youth targeted educational opportunities [MM3.2.3] <i>[To be coordinated and implemented with Policy 2 of Higher Education subsector matrix]</i>	●	●	●	●	●	MoYSCE	MoHE, MoE, MoED
	Action 2.2c: Support MoHE to increase the targeting of higher education scholarships for vulnerable young men and women [MM3.2.3] <i>[To be coordinated and implemented with Strategy 1.7 of Higher Education subsector matrix]</i>	●	●	●	●	●	MoYSCE	MoHE
	Action 2.2d: Monitor and review the existing entry/eligibility criteria for loan facilities as well as higher education opportunities with relevant stakeholders to increase targeting of vulnerable young men and women [MM3.2.4 ,5 and 6] <i>[To be coordinated and implemented with Strategy 2.1 of Higher Education subsector matrix]</i>	●	●	●	●	●	MoYSCE	MoHE, MoE, BML, MoED, SDFC
Strategy 2.3: Increase advocacy programmes on tackling stigma, discrimination and violence against young women and men	Action 2.3a: Conduct public advocacy and awareness campaigns to reduce discrimination, stigma and violence faced by vulnerable young men and women <i>[To be coordinated and implemented with Policy 2 of Gender Equality subsector matrices]</i>			●	●	●	MoYSCE	Local Councils, NGOs, MoE
	Action 2.3b: Conduct orientation programmes for public servants to sensitize them on issues faced by vulnerable young men and women <i>[To be coordinated and implemented with Action 2.3d of Independent Institutions & Public Service Reform subsector matrix]</i>			●	●	●	PSTI	CSC, MoYSCE, NGOs
	Action 2.3c: Introduce opportunities to increase youth engagement in greening initiatives <i>[To be coordinated and implemented with Strategy 1.5 in Environmental Protection & Preservation subsector matrix]</i>			●	●	●	MoYSCE	MoEn, MoFMRA, NGOs

Policy 3: Support young women and men to gain economic empowerment [M5.4]**Target:**

Target 3.1: By 2023, a quota is set within social housing schemes targeting vulnerable and at-risk youth

Target 3.2: By 2023, at least 40% of TVET graduates are young people of a vulnerable status

Target 3.3: By 2023, voluntary youth unemployment is reduced by 10% from 2018 levels

Target 3.4: By 2023, at least 50 young women led businesses are supported with technical support and integration to digital marketing platforms

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Support provision of social housing for young women and men [MM3.2.2] [M123]	Action 3.1a: Identify options for targeting and prioritising affordable housing for young people in social housing schemes [MM3.2.2] <i>[To be coordinated and implemented with Action 1.3c of Housing subsector matrix]</i>	●	●	●	●	●	MoHUD	MoYSCE, MoE, Local Councils, HDC, HDFC, FDC
	Action 3.1b: Support FDC to prioritize allocation of social housing for vulnerable young men and women [MM3.2.2] <i>[To be coordinated and implemented with Action 1.3b and Action 1.3c of Housing subsector matrix]</i>	●	●	●	●	●	MoYSCE	FDC, MoHUD, Local Councils, HDC, HDFC
Strategy 3.2: Increase skill development opportunities for vulnerable young men and women	Action 3.2a: Support TVETA and MoHE to identify skills training programmes attractive to youth (marine biology, marine technology, conservation, creative design and ICT fields) <i>[To be coordinated and implemented with Action 7.1a of Higher Education subsector matrix]</i>			●	●	●	MoYSCE	MoHE, TVETA, MoED
	Action 3.2b: Coordinate with MoHE and TVETA to increase targeting of skills training for those out of school youth, unemployed youth, young people facing abuse and neglect, youth at risk of substance abuse and at risk of participating in criminal activities <i>[To be coordinated and implemented with Action 5.4d of Higher Education subsector matrix]</i>	●	●	●	●	●	MoYSCE	JJU, FPA, MoGFSS, MoHE, TVETA, MoED, Local Councils, NGOs
	Action 3.2c: Coordinate with MoHE and TVETA to provide skills training for those seeking jobs based on the unemployment benefit register <i>[To be coordinated and implemented with Strategy 6.1 of Higher Education and Policy 6 of Employment, Labour & Migration subsector matrices]</i>	●	●	●	●	●	MoYSCE	MoED, MoHE, TVETA, Local Councils, NGOs, NSPA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 3.2d: Coordinate with MoHE and TVETA to earmark skills training opportunities for rehabilitating juvenile offenders <i>[To be coordinated and implemented with Action 5.4e of Higher Education subsector matrix]</i>	●	●				JJU	MoED, MoYSCE, TVETA, MoHE, Local Councils, NGOs, CTO, MoHA, NDA, MoGFSS, CTO
	Action 3.2e: Coordinate with MoHE and TVETA to earmark skills training opportunities for recovering substance abuse users <i>[To be coordinated and implemented with Action 5.4e of Higher Education subsector matrix]</i>	●	●	●	●	●	NDA	MoED, MoYSCE, TVETA, MoHE, Local Councils, NGOs, CTO, MoHA, MoGFSS, CTO
	Action 3.2f: Support CTO to introduce ICT and STEM related skills training (e.g.: short term coding programme) for rehabilitating juvenile offenders and recovering substance abuse users and for young women at risk of abuse and divorce <i>[To be coordinated and implemented with Action 5.1c of ICT subsector matrix]</i>				●	●	CTO	MoYSCE, NDC, MoHE MoED, TVETA, NDA, MoHA, FPA
	Action 3.2g: Support CTO to establish training facilities/hubs for AI, Machine Learning and other emerging technologies in RUCs in line with National Spatial Plan <i>[To be coordinated and implemented with Action 4.4b of ICT subsector matrix]</i>					●	CTO	MoYSCE, MoGFSS, NDC, MoHE, MoED, TVETA, MoNPI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.3: Enhance employment and entrepreneurship among youth women and men	Action 3.3a: Coordinate with MoED and MoHE to increase coverage of services of job centres to include vulnerable young women and men [MM3.3] <i>[To be coordinated and implemented with Strategy 3.1 of Labour, Migration & Employment subsector matrix]</i>		●	●	●	●	MoED	MoYSCE, MoHE, Local Councils, NGOs
	Action 3.3b: Coordinate with BC to provide entrepreneurship skills training for those seeking jobs based on the unemployment benefit register and vulnerable young women and men [MM3.2.1] <i>[To be coordinated and implemented with Action 1.1e of SME subsector matrix]</i>			●	●	●	MoED	BCC, Local Councils, NGOs
	Action 3.3c: Support BCC to increase opportunities for young women entrepreneurs to utilize digital platforms for marketing their products [MM3.2.1] <i>[To be coordinated and implemented with Action 4.1b of SME subsector matrix]</i>			●	●	●	MoED	BCC, Local Councils, NGOs
	Action 3.3d: Support Office of the CTO and Business Centres to incubate tech start-up initiatives of youth <i>[To be coordinated and implemented with Action 4.1b of SME and Action 4.2d of ICT subsector matrices]</i>			●	●	●	CTO	NDC, BCC, MoED, MoFMRA, MoH, MRMI, MoT, MoYSCE
	Action 3.3e: Improve the quality of Youth Career Guidance Services by training career counsellors at the job centres <i>[To be coordinated and implemented with Action 3.1a of Labour, Migration & Employment subsector & Strategy 1.5 of Higher Education subsector matrices]</i>	●	●	●	●	●	MoYSCE	Local Councils, MoHE, MoED
	Action 3.3f: Coordinate the integration of at-risk youth to MoED career portal <i>[To be coordinated and implemented with Action 3.2a of Labour, Employment & Migration and Action 6.2c of Higher Education subsector matrices]</i>	●	●	●	●	●	MoYSCE	MoED, MoHE, MoGFSS
	Action 3.3g: conduct Hackathons and other awareness events on AI on a regular basis, Machine Learning and other emerging technologies <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>				●	●	CTO	NDC, MoHE, BCC, MoED, TVETA, MoYSCE, NDC, MoGFSS, Women in Tech Maldives, NGO

3.4 COMMUNITY EMPOWERMENT

A cohesive and connected community is key to enabling developmental activities, decentralized governance and community resilience.

Government's decentralization policies will bring much of the decision making on issues facing each island to the local councils. Management of public parks, municipal functions, development of public areas and municipal functions will come under local councils. Island councils will have more resources to implement policies that will improve the general conditions of the island.

This subsector presents priorities to encourage community participation and engagement in life-enhancement, and social activities, creating multi-purpose community spaces and focuses on civil society development and engagement to enable local and community level development.

Policy 1: Encourage community participation and engagement in life-enhancement, and social activities [M38]**Targets:**

Target 1.1: By 2023, all councils have operationalized mechanisms to include the participation of men and women in the design of development projects and during the local development planning

Target 1.2: By 2023, at least 90% of islands have CSG fully functioning

Target 1.3: By 2023, at least 2 social audits have been carried out in any given inhabited island

Target 1.4: By 2022, all islands have trained Community Empowerment Officers with 30% women

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Strengthen the mechanisms for community participation in development activities [MM 1, 2, 3] [M33] [M45] [M114, 115, 116, 117]	Action 1.1a: Conduct surveys and information dissemination to ensure communities understand what community empowerment entails, at local level [MM 4.1.2] [M33]	●	●	●	●	●	MoYSCE	Local Councils, WDCs, CSGs, NGOs
	Action 1.1b: Institutionalize Community Social Groups (CSG) as the main model/platform for community engagement based on existing pilots and mainstream CSG as the mechanism for all government agencies to consult and engage with community [To be coordinated and implemented with Strategy 4.5 of Social Protection subsector matrix]	●	●	●	●	●	MoGFSS	MoYSCE, LGA, Local Councils
	Action 1.1c: Facilitate the establishment and functioning of CSG in every island [To be coordinated and implemented with Action 4.5a of Social Protection and Action 4.1c of Family and Action 2.1a of Prevention of Narcotics & Drug Rehabilitation subsector matrices]	●	●				MoGFSS	MoYSCE, LGA, Local Councils
	Action 1.1d: Develop a SOP and provide training for community leaders (Local Councils, WDC, CSG, others) to conduct community consultations to gauge community feedback for development projects in a standardized and systematic manner [MM 4.1.2] [M33] [M26] [To be coordinated and implemented with Action 3.1d of Decentralization, Action 4.5a of Social Protection and 2.1a of Prevention of Narcotics & Drug Rehabilitation subsector matrices]			●	●		MoYSCE	Local Councils, WDCs, CSGs, NGOs, LGA, MoGFSS, NDA
	Action 1.1e: Build capacity of community organizations to conduct social audits (Social Impact Assessment – SIA) of development projects [MM 4.1.2] [M33]	●	●	●	●	●	MoYSCE	MoNPI, Local Councils, CSOs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 1.1f: Conduct awareness activities for Local Councils, community leaders, and the members of the community on the importance of social audits and their roles and responsibilities in the governance of the island/city [MM 4.1.2] [M33]	●	●	●	●	●	MoYSCE	Local Councils, WDCs, CSGs, NGOs, LGA
	Action 1.1g: Assist councils to design community empowerment programme as part of annual Local Councils planning and five-year planning and facilitate technical assistance where necessary [MM 4.1.2] [M26] <i>[To be coordinated and implemented with Strategy 3.1 of Decentralization subsector matrix]</i>	●	●	●	●	●	MoYSCE	Local Councils, LGA
	Action 1.1h: Monitor community empowerment programme of all public and private entities to ensure and promote effective utilization of government resources [M104]	●	●	●	●	●	MoYSCE	CSOs
Strategy 1.2: Strengthen the roles and responsibilities of community leaders, women, CSOs, and PWDs [M33] [M45] [M114, 115, 116, 117]	Action 1.2a: Conduct programme for community leaders to enhance leadership and good governance <i>[To be coordinated and implemented with Action 4.1e of Decentralization subsector matrix]</i>	●	●	●	●	●	MoYSCE	PSTI, CSOs
	Action 1.2b: Create pathways to assist community leaders to develop community empowerment programme [MM 4.1.2] [M33] [M124] <i>[To be coordinated and implemented with Action 4.1e of Decentralization subsector matrix]</i>	●	●	●	●	●	MoYSCE	CSOs
	Action 1.2c: Provide technical assistance to WDC and other civil society bodies to conduct programme as per the needs identified in communities [MM 4.1.2] [M33] <i>[To be coordinated and implemented with Action 4.1e of Decentralization and Action 1.2d of Gender Equality subsector matrices]</i>	●	●	●	●	●	MoYSCE	MoGFSS, CSOs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	<p>Action 1.2d: Provide opportunities to increase leadership for active participation of women and PWDs in community activities to enhance their lives [M38] [MM 4.1.3] [MM 4.8.5] [M33]</p> <p><i>[To be coordinated and implemented with Action 4.1e of Decentralization, Action 4.5c of Social Protection and Strategy 1.3 of Gender Equality subsector matrices]</i></p>	●	●	●	●	●	MoYSCE	MoGFSS, CSOs
Strategy 1.3: Promote life enhancement programmes and positive lifestyle changes in the community [P223]	<p>Action 1.3a: Position at least one trained staff in every island/city to help create interest and motivation within the community to initiate, and enhance participation in programme for healthy lifestyles [MM 8.1.1] [P223]</p>	●	●	●	●	●	MoYSCE	Local Councils
	<p>Action 1.3b: Conduct life-enhancement programme for community members of all ages, in the various areas of needs identified through surveys, and based on requests from communities [MM 1.2.1] [MM 4.1.2] [MM 8.1.3] [M33] [M124] [M170]</p>	●	●	●	●	●	MoYSCE	Local Councils

Policy 2: Increase community resilience by establishing multi-purpose accessible community spaces across the nation, that promotes social relationships and support social cohesion within the community

Targets:

Target 2.1: By 2023, all community centres are accessible to PWDs and elderly

Target 2.2: By 2023, at least 40% of community centres are self-sustaining

Target 2.3: By 2023, at least 2 regional multipurpose centres are operational and providing community services in line with the national spatial plan

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Develop community centres with quality facilities and services, in line with the National Spatial Plan [MM 1, 2, 3] [M45]	Action 2.1a: Establish Multi-purpose Community Centres, with all necessary facilities, in all communities (in line with national spatial plan) [MM 4.1.2] [MM 4.5.2] [MM 8.1.3] [P215] [M45] [M124] [M170] [MM 3.3.8] [MM 8.1.2] [P221] [P223] [M45] [M46] [MM 8.2.7] [P241] [MM 3.1.5] [M25] <i>[To be coordinated and implemented with Action 1.2i, 3.1a, 3.3c of Family and Action 2.1b of Youth subsector matrices]</i>	●	●	●	●	●	MoYSCE	MoNPI, MoGFSS, MoF, Local Councils
	Strategy 2.2: Establish income-generating mechanisms for sustainable operation of Community Centres [MM 1, 2, 3]	Action 2.2a: Create rentable spaces, to rent the spaces and facilities in Community Centres [M25]	●	●	●	●	●	MoYSCE
	Action 2.2b: Facilitate Local Councils to utilize the income received by renting space and facilities, in the operation of the Community Centres [M25] <i>[To be coordinated and implemented with Action 2.1c of Decentralization subsector matrix]</i>		●	●	●	●	MoYSCE	MoF, Local Councils

Policy 3: Empower Civil Society Organisations (CSOs) to contribute towards an inclusive political, cultural and socio-economic environment**Targets:**

Target 3.1: By 2020, revised Association Act is enacted

Target 3.2: Between 2021 and 2023, at least 20 grants are disbursed through the CSO Fund to CSOs annually

Target 3.3: By 2022, CSO portal is functional and accessed by all CSOs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Strengthen CSOs (which includes NGOs, Clubs, Associations, and other social groups) and enhance the roles and responsibilities of CSOs [M38]	Action 3.1a: Ensure the CSO Act is passed, with the recommendations from the CSOs incorporated [M38]		●				MoYSCE	AGO
	Action 3.1b: Establish a standardized practice for CSOs to access council/public facilities free of charge, to conduct programme [MM 3.1.5] [M38] <i>[To be coordinated and implemented with Action 2.1c of Decentralization subsector matrix]</i>	●	●	●	●	●	MoYSCE	Local Councils
	Action 3.1c: Create a national grant fund for CSOs to access grants from the government, for sustainable development activities aligned with the government policies [MM 4.1.3] [M38]	●	●	●	●	●	MoYSCE	MoF
	Action 3.1d: Establish a mechanism with Local Councils to oversee the utilization of the funds by CSOs for social development activities conducted in the communities [M26]	●	●	●	●	●	MoYSCE	Local Councils
	Action 3.1e: Provide training/development opportunities for CSOs [M38]	●	●	●	●	●	MoYSCE	CSOs
	Action 3.1f: Provide opportunities to increase women and PWD leadership and active participation in CSOs [M38]	●	●	●	●	●	MoYSCE	Local Councils, CSOs
	Action 3.1g: Conduct robust monitoring to ensure that CSOs are registered in adherence with CSO regulations, and conduct activities necessary to ensure the proper implementation of the CSO Act [M33]	●	●	●	●	●	MoYSCE	Local Councils, CSOs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.2: Establish mechanisms to provide opportunities for CSOs to participate in public consultation on island/city, as well as national development plans [M33]	Action 3.2a: Create mechanisms for CSOs to participate in national and local development planning [M33] <i>[To be coordinated and implemented with Strategy 3.2 of Decentralization subsector matrix]</i>		●	●	●	●	MoYSCE	CSOs
	Action 3.2b: Assist Island/City Councils to include the expertise of CSOs in the community empowerment programme conducted in the community [M26] <i>[To be coordinated and implemented with Action 3.2b of Decentralization subsector matrix]</i>		●	●	●	●	MoYSCE	CSOs, Local Councils
Strategy 3.3: Facilitate and promote information sharing and contribute to collaborative effort of CSO work [M38]	Action 3.3a: Create a dynamic CSO-Portal with an updated online database of civil society organisations; establish connection between all registered CSOs by providing space to link the CSO websites and such through CSO portal; assist CSOs to work smarter and more efficiently by creating an avenue for online submission of all formal documents through the CSO portal [MM 3.1.3] [M38] <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>	●	●	●	●	●	MoYSCE	NDC, CTO
	Action 3.3b: Conduct a CSO fair annually, in Male'; and at least 2 regional CSO Conferences in the atolls [MM 3.1.4] [M38]	●	●	●	●	●	MoYSCE	CSOs
Strategy 3.4: Develop community capacity to effectively build and support civil society engagement [MM 4.1.2] [M33]	Action 3.4a: Conduct programme to promote volunteerism among youth and young adults, and within representative segments of the population (women, elderly, foreign migrant workers) [MM 4.1.2] [M33] <i>[To be coordinated and implemented with Action 1.3g of Youth subsector matrix]</i>	●	●	●	●	●	MoYSCE	MRC, CSOs
	Action 3.4b: Conduct awareness programme on individual responsibilities for community development and empowerment through supporting civil society engagement [MM 4.1.2]	●	●	●	●	●	MoYSCE	Local Councils, CSOs

3.5 SPORTS

This subsector aims to establish a strong and capable sports sector that delivers quality recreation and sports experiences in a range of nationally played sports. Some of the challenges in the field include the need for harmonizing institutional roles and clarity in the sports management system, the need for developing human resources (coaches, officials, management) to facilitate sports development, the need for sports infrastructure and the need for mainstreaming sports in the education and health sectors to enable healthy living, and healthy ageing.

The policy priorities include facilitating national leagues, providing adequate availability of sports infrastructure, building the capacity of players/athletes and officials, promoting professionalism in the sports sector and promoting inclusive sports for all. The subsector recognizes youth participation in sports programs provides an alternative to anti-social behaviour, such as drugs and gangs, and helps to instil values of teamwork, discipline, and healthy lifestyles.

Policy 1: Establish a strong and capable sports sector that delivers quality recreation and sports experiences in a sustainable way

Targets:

Target 1.1: By 2023, National sports leagues on Home and away basis for at least 15 national sports

Target 1.2: By 2023, Indian Ocean Island Games successfully hosted

Target 1.3: By 2023, at least 70 medals gained for Maldivian athletes in the next Indian Ocean Island Games

Target 1.4: By 2021, all institutional bodies relevant to sports have institutional and role clarity

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Create a National Football League representing a team from every island [M 154, MM 8.2.1, P 226]	Action 1.1a: Conduct National football league in home and away basis [M 154, MM 8.2.1, P 226]		●	●	●	●	MoYSCE	FAM
	Action 1.1b: Restructure present sporting bodies and procedures to align with the proposed national football league	●					MoYSCE	NSC
	Action 1.1c: Establish Regional associations and federations to align with the revised structure		●				MoYSCE	FAM, Local Councils
Strategy 1.2: Create sports league for various sports representing teams from every island [M 155, MM 8.2.1, P 226]	Action 1.2a: Conduct National associations league in home and away basis for 19 sports played at national level [M 155, MM 8.2.1, P 226]		●	●	●	●	MoYSCE	NSA
	Action 1.2b: Restructure present sporting structure /bodies to conduct the proposed national leagues	●					MoYSCE	NSA, NSC
	Action 1.2c: Facilitate the formation of Regional associations and federations		●				MoYSCE	NSA, Local Councils
	Action 1.2d: Develop officials in the atolls to conduct National Leagues		●	●	●	●	MoYSCE	NSA
Strategy 1.3: Host international sporting events and tournaments in Maldives	Action 1.3a: Host the 2023 Indian Ocean Island Games			●	●	●	MoYSCE	MoF, MoNPI, NSA, MoFA
	Action 1.3b: Host gaming tournaments		●	●	●	●	MoYSCE	MoF, MoNPI, NSA, MoFA
Strategy 1.4: Strengthen the institutional framework for sports development to establish a national sports policy and streamline the institutional structure [MM8.3.2, Youth SAP]	Action 1.4a: Amend Sports Act and associated regulations to review and align institutional mandates of NSC with other bodies such as Commissioner of Sports, Sports Corporation, Olympic Committee and MNIS [MM8.3.2, Youth SAP]	●					MoYSCE	AGO, People's Majlis
	Action 1.4b: Formulate guidelines to monitor and evaluate performance of sports associations and clubs to ensure associations are transparent and efficient [M 156] [MM 8.3.3, P 220, Youth SAP]	●	●	●	●	●	MoYSCE	NSA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.5: Ensure sustainable functionality of National Sports Associations (NSA) [MM 8.3.1, Youth SAP]	Action 1.5a: Allocate a minimum annual budget of MVR 500,000/- for all national sports associations [MM 8.3.1]	●	●	●	●	●	MoYSCE	NSC, MoF
	Action 1.5b: Review existing organizational functionality and sustainability of sports associations and align existing financial, technical and infrastructure assistance to improve their sustainability [MM 8.3.1, P 220]	●	●	●	●	●	MoYSCE	MoF
	Action 1.5c: Establish a monitoring and evaluation framework for sports associations [Youth SAP]	●	●				MoYSCE	NSC, NSA
	Action 1.5d: Facilitate short term training, skill development and scholarships for NSA management [To be coordinated and implemented with Policy 1 of Higher Education subsector matrix]	●	●	●	●	●	MoYSCE	MoHE
Strategy 1.6: Create access to medical insurance schemes for all national team members [MM 8.2.3, P 228, Youth SAP]	Action 1.6a: Assess the feasibility of the national insurance scheme for players and officials in all national sports teams [MM 8.2.3]	●	●				MoYSCE	AGO, NSPA
	Action 1.6b: Introduce and administer medical insurance scheme for players participating in international competitions [P 228]			●	●	●	MoYSCE	NSPA, Insurance Agencies
	Action 1.6c: Formulate a regulation to establish partnership agreements with insurance providers to cover medical insurance for players and officials		●	●			MoYSCE	NSPA, AGO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.7 Promote water sports throughout the nation [M 153] [MM 8.2.4, 8.2.5][P 227] [Youth SAP]	Action 1.7a: Provide water sport equipment to interested parties through relevant National Associations [MM 8.2.4, P 227]	●	●	●	●	●	MoYSCE	NSA, NGOs
	Action 1.7b: Conduct water sports training programme targeting men and women [MM 8.2.4, P 227, P 233]	●	●	●	●	●	MoYSCE	NSA, NGOs
	Action 1.7c: Facilitate international events to promote Maldives as a destination to host international water sports events [MM 8.2.5, P 227] <i>[To be coordinated and implemented with Action 2.4a of Tourism subsector matrix]</i>	●	●	●	●	●	MoYSCE	MoT, NSA, MMPRC
	Action 1.7d: Conduct water sports events [MM 8.2.5, P 234]	●	●	●	●	●	MoYSCE	NSA, NGOs
	Action 1.7e: Develop Water Sports Centres and Clubs [P 232]	●	●	●	●	●	MoYSCE	National Surfing Association, NGOs, Clubs
	Action 1.7f: Facilitate financial support, physical venues and facilities for National Surfing Association [P 222]	●	●	●	●	●	MoYSCE	National Surfing Association
	Strategy 1.8: Provide opportunities to participate in E-Sports at inational and international level [M 157 , MM 8.2.7, Youth SAP]	Action 1.8a: Provide support for establishing a national E-sports association		●				MoYSCE
Action 1.8b: Provide opportunities to participate in international E-Sports competitions [MM 8.2.7] [M 157]		●	●	●	●	●	MoYSCE	NGOs, NSA
Action 1.8c: Conduct E-Sports competitions at national level [MM 8.2.7] [M157]		●	●	●	●	●	MoYSCE	NGOs, NSA

Policy 2: Ensure adequate availability and use of sport infrastructure inline with government's proposed national spatial plan**Targets:**

Target 2.1: By 2023, at least 80% of the islands have suitable football grounds for home and away competitions in line with national spatial plan

Target 2.2: By 2023, a full-fledged national sports complex is operational in Male'

Target 2.3: By 2020, Olympic standard swimming pool is utilized

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Standardise sports grounds to facilitate home and away competitions [M 154, M 156] [MM8.4.3, 8.4.4] [Youth SAP] [P 216, P 217, P 225]	Action 2.1a: Develop football grounds with facilities to conduct home and away competitions in line with the proposed national spatial plan [M 154, MM 8.4.3,] [P 216, P217]	●	●	●	●	●	MoYSCE	NSA, MoNPI
	Action 2.1b: Upgrade lighting system to facilitate matches to be played at night [M 156, Youth SAP]	●	●	●	●	●	MoYSCE	NSA
	Action 2.1c: Develop and upgrade adequate sports facilities in islands [M 154, P 235 – P 243]	●	●	●	●	●	MoYSCE	NSA, Local Councils
Strategy 2.2: Develop sports infrastructure for international, regional and island level sports competitions (in line with spatial plan) [M 156] [Youth SAP]	Action 2.2a: Develop and upgrade football stadium in line with proposed national spatial plan [M 156]		●	●	●	●	MoYSCE	Local Councils, FAM, MoNPI
	Action 2.2b: Develop and upgrade Indoor Sports Stadium in line with proposed national spatial plan [M 156]	●	●	●	●	●	MoYSCE	Local Councils, NSA, MoNPI
	Action 2.2c: Develop a full fledge National sports complex in Male' [MM 8.4.2] [P 224] [Youth SAP]		●	●	●		MoYSCE	MoNPI, MoF
	Action 2.2d: Develop an international standard football stadium in greater Male' area [MM 8.4.5] [P224]		●	●	●		MoYSCE	FAM, HDC, MoF
	Action 2.2e: Develop an Olympic standard competition swimming pool and training pool in greater Male' area [MM8.4.6] [P 224]	●	●				MoYSCE	Swimming Association, MoNPI

Policy 3: Build Capacity of players/athletes and officials and promote professionalism in sports sector

Targets:

Target 3.1: By 2020, MNIS is fully functional as per Sports Act

Target 3.2: By 2023, at least 80% of officials are certified

Target 3.3: By 2023, all National Associations benefited from sports scholarships

Target 3.4: By 2020, all National Associations complied to the Sports integrity and fairness standards

Target 3.5: By 2023, girls' participation in YDP programme increased at least by 50% compared to 2018 levels

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Strengthen Youth Development Programme (YDP) to prepare youth sports professionals [Youth SAP]	Action 3.1a: Conduct YDP to develop professional sports skills	●	●	●	●	●	MoYSCE	NSA, MoE
	Action 3.1b: Conduct youth sports festivals at regional and national level targeting young boys and girls		●	●	●	●	MoYSCE	NSA, MoE
	Action 3.1c: Conduct international youth sports festivals and camps		●	●	●	●	MoYSCE	NSA, Local Councils
	Action 3.1d: Provide assistance for YDPs of clubs and schools		●	●	●	●	MoYSCE	NSA, MoE
	Action 3.1e: Increase participation of girls for a gender balanced YDP programme			●	●	●	MoYSCE	NSA, MoE, MoGFSS
Strategy 3.2: Create skilled and capable sports personnel and athletes [MM 8.2.2] [Youth SAP]	Action 3.2a: Provide sport scholarships for athletes, officials, managers and technical staff in sports sector [MM 8.2.2, Youth SAP]	●	●	●	●	●	MoYSCE	NSA, MoHE
	Action 3.2b: Train professional coaches and officials according to international and national certified level [Youth SAP]	●	●	●	●	●	MoYSCE	NSA, MNIS
	Action 3.2c: Conduct programme to develop sports skill [Youth SAP]	●	●	●	●	●	MoYSCE	NSA, MNIS
	Action 3.2d: Increase the management capacity of the Maldives National Institute of Sports	●	●				MoYSCE	MNIS
	Action 3.2e: Increase skills development in sports medicine			●	●	●	MoYSCE	MNIS, MoH
	Action 3.2f: Establish a scheme to support retired national athletes [MM8.3.5][P229] [Youth SAP]		●	●			MoYSCE	AGO, MoF
	Action 3.2g: Increase prominence of Maldives in international Sporting tournaments and games			●	●	●	MoYSCE	MNIS
	Action 3.2h: Train athletes to participate in new events and games at international level			●	●	●	MoYSCE	MNIS

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.3: Facilitate participation of potential young talents in national and international sports [MM 8.2.2] [Youth SAP]	Action 3.3a: Establish a talent scouting system [Youth SAP]	●	●	●	●	●	MoYSCE	NSA, MoE
	Action 3.3b: Facilitate opportunities for those identified from the talent scouting system [Youth SAP]	●	●	●	●	●	MoYSCE	NSA, MoE
Strategy 3.4: Formulate and implement "Sports integrity and fairness" standards [Youth SAP]	Action 3.4a: Formulate regulations and guidelines to implement "Sports integrity and fairness" standards		●	●	●	●	MoYSCE	NSC, NSA, AGO
	Action 3.4b: Improve existing regulating mechanisms for sports discipline	●					MoYSCE	NSC, NSA
	Action 3.4c: Establish sports arbitration procedures and develop a regulation to integrate arbitration matters to the functions of the Maldives International Arbitration Centre <i>[To be coordinated and implemented with Strategy 2.3 of Rule of Law & Judicial Reform subsector matrix]</i>	●	●	●			MoYSCE	NSC, NSAs, AGO, MIAC
	Action 3.4d: Conduct awareness programme on sports ethics	●	●	●	●	●	MoYSCE	NSC, NSA, MNIS
	Action 3.4e: Review the existing policy on anti-doping in sports to establish clarity of roles etc.	●	●	●	●	●	MoYSCE	NSC, NSA, MNIS

Policy 4: Promote inclusive sports for all, without discrimination

Targets:

Target 4.1: By 2023, all National Associations have at least 33% women in their executive boards/committees

Target 4.2: By 2023, at least 10% of rehabilitating offenders, juvenile offenders and recovering substance users have benefited from sports skill development and or sports related training

Target 4.3: By 2023, 80% of sports facilities are modified integrating needs of women and PWDs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Create more opportunities for women to participate in sports and eliminate any discrimination at all levels of participation and decision making [M158] [MM8.3.4] [P230] [Youth SAP]	Action 4.1a: Conduct awareness programme for women to participate in sports and games [M158]	●	●	●	●	●	MoYSCE	NSC, NSA
	Action 4.1b: Review sports facilities to accommodate women's sports and women's access and needs and develop new facilities to accommodate women [M158]	●	●	●	●	●	MoYSCE	Local Councils, NSA
	Action 4.1c: Establish and provide equal allowances to both men and women in all national sports teams [MM8.3.4] [P230] [Youth SAP]	●					MoYSCE	MoF
	Action 4.1d: Mandate all National Associations to have at least 33% women in their executive boards/committees <i>[To be coordinated and implemented with Strategy 1.3 of Gender Equality subsector matrix]</i>	●	●	●			MoYSCE	NSC, MoGFSS
	Action 4.1e: Review the existing regulations to international standards in order to increase the participation of women in sports management [M158]	●	●	●	●	●	MoYSCE	NSC, AGO
	Action 4.1f: Develop female coaches and officials for sporting events	●	●	●	●	●	MoYSCE	
	Action 4.1g: Provide sports skill development for women at national and international level						MoYSCE	

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies	
Strategy 4.2: Promote inclusion and remove barriers to participation of PWDs [MM 4.8.2, 4.8.1, 4.8.3]	Action 4.2a: Formulate Paralympic and Special Olympic Committees [Youth SAP, MM4.8.1]	●					MoYSCE	MPC, SO	
	Action 4.2b: Plan and conduct sports events and competitions for Paralympics and Special Olympics [Youth SAP] [MM4.8.2]		●	●	●	●	MoYSCE	MPC, SO, MoE	
	Action 4.2c: Create opportunities in sports for people with disabilities (PWDs) at national and international level [MM4.8.2, 4.8.1, 4.8.6]		●	●	●	●	MoYSCE	MoGFSS, NGOs	
	Action 4.2d: Provide skills training in sports for PWDs [MM4.8.4]		●	●	●	●	MoYSCE	MoGFSS, NGOs	
	Action 4.2e: Modify structural features of sports facilities to cater to the needs of PWDs and develop new sports facilities with facilities needed for PWDs [Youth SAP, MM4.8.3]				●	●	●	MoYSCE	Local Councils, MoF
	Action 4.2f: Create awareness among public for increased participation of PWDs in sports <i>[To be coordinated and implemented with Action 2.2d of Family subsector matrix]</i>		●	●	●	●	●	MoYSCE	MoGFSS, MoE, NGOs, NSPA
Strategy 4.3: Promote physical activity and sports among the ageing population and elderly [MM4.8.2, 4.8.1, 4.8.3]	Action 4.3a: Formulate and run programme in Male' and Atolls for the elderly to be more active and mobile and create awareness <i>[To be coordinated and implemented with Action 3.1a of Family and Action 2.1a of Community Empowerment subsector matrices]</i>				●	●	●	MoYSCE	MoGFSS
	Action 4.3b: Plan and conduct sports events and competitions for veterans and the elderly			●	●	●	MoYSCE	MoGFSS	
	Action 4.3c: Conduct appropriate training for the elderly and veterans on sports and games			●	●	●	MoYSCE	MoGFSS	
	Action 4.3d: Create awareness among public for increased participation of elderly			●	●	●	MoYSCE	MoGFSS	
	Action 4.3e: Conduct sporting events for veterans nationally and find opportunities to take part in international veteran's events			●	●	●	MoYSCE	MoGFSS	

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.4: Formulate sports programme for at-risk youth or marginalized youth as means of re-integration and rehabilitation [MM4.8.2, 4.8.1, 4.8.3]	Action 4.4a: Formulate and run programme in Male' and Atolls for targeting at-risk youth including juvenile offenders and recovering addicts and rehabilitated offenders <i>[To be coordinated and implemented with Policy 4 of Family and Strategy 1.3 of Community Empowerment subsector and Action 8.2c of Rule of Law & Judicial Reform subsector matrices]</i>			●	●	●	MoYSCE	NDA, MoHA, MoGFSS, MNIS, JJU
	Action 4.4b: Coordinate with NDA to introduce sports as part of rehabilitation for those with substance abuse disorder <i>[To be coordinated and implemented with Action 2.2a of Prevention of Narcotics & Drug Rehabilitation subsector matrix]</i>			●	●	●	MoYSCE	MoGFSS, NDA
	Action 4.4c: Create opportunities for at-risk youth and youth from vulnerable groups to be included in training opportunities of sports officials <i>[To be coordinated and implemented with Action 2.4a of Prevention of Narcotics & Drug Rehabilitation subsector matrix]</i>			●	●	●	MoYSCE	MoGFSS, MNIS

3.6 ISLAMIC FAITH

The Maldives is a sovereign, independent, democratic Republic formed on the principles of Islam. The subsector aims to promote religious unity in the country and the protection of Islamic faith. Some of the key policy priorities of the subsector include strengthening Islamic faith through awareness, promotion of moderate Islam, education and research. It will introduce measures to improve capacity building and infrastructure facilities relevant to the subsector, strengthening halal certification mechanisms, promoting Islamic welfare through improved zakat management and improving the provision of services for Hajj and Umrah.

Policy 1: Strengthen Islamic faith through awareness, education and research [M6]

Targets:

Target 1.1: By 2023, at least 12 research seminars held to address contemporary religious issues and key findings disseminated to the public

Target 1.2: By 2023, all schools in the Maldives have teachers professionally trained to tackle extremist ideology within the school environment

Target 1.3: By 2023, at least 30 students trained on reciting the Quran using braille

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Eliminate religious extremism through awareness and dialogue [M3]	Action 1.1a: Conduct a national campaign to eliminate religious extremism targeted for religious scholars, imams, Local Councillors and youth in line with National Action Plan on PVE <i>[To be coordinated and implemented with Action 2.3a of National Security & Public Safety subsector matrix]</i>		●	●	●		MoIA	MNDF, MPS, PO, MoHA
	Action 1.1b: Develop guidelines and facilitate annual seminars targeted for teachers to equip them with skills to tackle extremist ideology within the school environment in line with National Action Plan on PVE <i>[To be coordinated and implemented with Action 2.1a of National Security & Public Safety subsector matrix]</i>		●	●	●		MoIA	MoE
	Action 1.1c: Develop and conduct a nationwide awareness program focusing on Islamic faith in its authentic form		●	●	●	●	MoIA	PSM, Media
	Action 1.1d: Organize annual research seminars among religious scholars addressing contemporary religious issues		●	●	●	●	MoIA	MoHE, IUM
	Action 1.1e: Conduct training workshops for Islamic Studies, Quran and Arabic Language teachers on how to use relevant methods of content delivery and correct methodology of interpreting the texts of Islam				●	●	●	MoIA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.2: Promote religious awareness among Maldivians [M3]	Action 1.2a: Utilise Friday Sermons as a platform to address key social issues in society	●	●	●	●	●	MoIA	PSM, Media
	Action 1.2b: Establish a mechanism to translate Friday Sermon in sign language		●	●			MoIA	MoYSCE, Local Councils, MoGFSS, NGOs
	Action 1.2c: Conduct special awareness forums/programme during Ramadan		●	●	●	●	MoIA	PSM, Medias
	Action 1.2d: Incorporate Islamic Teaching component into PSTI trainings		●	●	●	●	MoIA	CSC, PSTI
	Action 1.2e: Facilitate workshops on Islamic finance targeting to the business community			●	●	●	MoIA	MoED, MoHE
	Action 1.2f: Conduct various Islamic competitions (Religious drama, documentary, clips, billboard clips competition, quiz, Madhaha, debate, story writing)			●	●	●	MoIA	PSM, MoE, MoYSCE
	Action 1.2g: Increase public awareness on religion and promote values of tolerance via Social Media, TV and radio broadcasts and other print media <i>[To be coordinated and implemented with Action 2.3a of National Security & Public Safety subsector matrix]</i>				●	●	MoIA	PSM, MoHA, MNDF
	Action 1.2h: Promote dialogue with young people around Islamic values and positive social norms to combat the use of drugs, violence, sexual harassment <i>[To be coordinated and implemented with Action 2.3c of Youth and Policy 2 of Gender Equality subsector matrices]</i>	●	●	●	●	●	MoIA	MoGFSS, PSM
	Action 1.2i: Establish a toll-free number to provide religious guidance and advice to citizens wanting to maintain anonymity	●	●	●	●	●	MoIA	

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 1.2j: Coordinate with related authorities to facilitate awareness programmes and conduct religious workshops for youth, speech and hearing-impaired people and other targeted groups to promote values of tolerance and respect Link with Youth				●	●	MoIA	Local Councils, NGOs, MoYSCE, MAPD, MoGFSS
	Action 1.2k: Facilitate rehabilitation programme in prisons and detention facilities, ensuring the prisoners have authentic knowledge of Islamic beliefs and practices and promote religious tolerance <i>[To be coordinated and implemented with Strategy 7.2 of Rule of Law subsector matrix]</i>		●	●	●	●	MoIA	MCrs, MoHA, MPS
	Action 1.2l: Facilitate awareness programme for orphans and vulnerable children under State Care to promote religious tolerance <i>[To be coordinated and implemented with Strategy 4.1 of Social Protection subsector matrix]</i>	●	●	●	●	●	MoIA	ARC, MoGFSS, UNICEF
	Action 1.2m: Conduct program to teach recitation of the Holy Quran using braille <i>[To be coordinated and implemented with Strategy 1.3 of Family subsector matrix]</i>				●	●	MoIA	NGOs, MoGFSS
	Action 1.2n: Organize a Coral Stone Mosque Exhibition <i>[To be coordinated and implemented with Policy 1 of Arts, Culture & Heritage subsector matrix]</i>				●		MoACH	NGOs, MoIA
	Action 1.2o: Ensure religious unity, raising public awareness on religious issues, issuing rulings of the Islamic Sharia to resolve differences of opinion and disputes on religious issues			●	●	●	MoIA	Fiqh Academy
Strategy 1.3: Produce and authorize religious publications [M3]	Action 1.3a: Publish religious materials in Dhivehi on contemporary issues relevant to Islam	●	●	●	●	●	MoIA	
	Action 1.3b: Strengthen the permit issuing procedure for imported and new local religious publications	●	●	●	●	●	MoIA	MCS
	Action 1.3c: Screen all written and published materials for misogyny and extremist content before approval for publishing	●	●	●	●	●	MoIA	MoGFSS

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.4: Conduct congregational and educational activities [M4] [M3]	Action 1.4a: Facilitate closed door debates among Maldivian religious Scholars on disputable matters of Islam		●	●	●	●	MoIA	MoHE, IUM
	Action 1.4b: Facilitate an annual meeting of scholars to promote harmonization of views among Scholars		●	●	●	●	MoIA	MoHE, IUM
	Action 1.4c: Facilitate religious lectures, Q&A sessions, teaching and reciting of the Quran in all mosques			●	●	●	MoIA	Local Councils
	Action 1.4d: Facilitate teaching of Islamic etiquettes and Hadith in collaboration with councils and NGOs			●	●	●	MoIA	Local Councils, NGOs
	Action 1.4e: Organize conferences, symposiums on pertinent social topics including the role of family in Islam, caring for children and youth in the context of a Muslim society and the protection of vulnerable groups in a Muslim community, including expatriate workers			●	●	●	MoIA	PSM, MoHE, IUM, MNU, MoGFSS
	Action 1.4f: Conduct teaching courses to train new Quran Teachers, Imams and mortician (Jamaa'aitherin) <i>[To be coordinated and implemented with Policy 1 of Higher Education subsector matrix]</i>	●	●	●	●	●	NCHQ	Local Councils, MoHE
	Action 1.4g: Ensure the recognition of Hafiz Al Quran		●	●	●	●	NCHQ	
	Action 1.4h: Conduct Ijazah Certificate Program		●	●	●	●	NCHQ	International Agencies
	Action 1.4i: Introduce internationally affiliated programme in National Centre for Holy Quran [M13]		●	●	●	●	NCHQ	International Agencies
	Action 1.4j: Develop Islamic Library Services & facilities in Islamic Centre (Online library and database) <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>					●	●	NCHQ
Strategy 1.5: Ensure the adherence of Islamic framework in school curriculum [M127] [MM 5.3.2]	Action 1.5a: Coordinate with Ministry of Education to conduct "Quran Hathim kurun" Program in Schools <i>[To be coordinated and implemented with Policy 2 of Education subsector matrix]</i>		●	●	●	●	NCHQ	MoE
	Action 1.5b: Conduct educational and awareness programme promoting values of tolerance and respect for students and school management using age appropriate materials			●	●		MoIA	MoE

Policy 2: Improve, strengthen and empower Islamic faith through capacity building and infrastructure sustainability

Targets:

Target 2.1: By 2023, at least 80% of mosques utilise renewable energy for air conditioning

Target 2.2: By 2023, Imams with degree level qualifications increased by 40% compared to 2018 level

Target 2.3: By 2023, at least 1 House of Wisdom (Bayt-Al-Hikma) Public Academy and Intellectual Centre is established and operational

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Develop religious infrastructure across the country [M7]	Action 2.1a: Build Funeral homes in all islands [M7]			●	●	●	MoIA	Local Councils, MoF, MoNPI
	Action 2.1b: Build Mortuary in line with the National Spatial Plan [M7]			●	●		MoIA	Local Councils, MoNPI, MoF
	Action 2.1c: Facilitate prayer arrangements in mosques for women in all inhabited islands [M5]	●	●	●			MoIA	MoNPI, MoF, Local Councils
	Action 2.1d: Construct House of Wisdom (Bayt-Al-Hikma) Public Academy and Intellectual Centre in five Regional Urban Centres of Maldives serving as a multipurpose building in line with the National Spatial Plan [M6]			●	●	●	MoIA	MoNPI
	Action 2.1e: Install renewable energy fittings to facilitate air-Conditioning of mosques in line with renewable energy policy [To be coordinated and implemented with Policy 2 of Clean Energy subsector matrix]		●	●	●	●	MoIA	MoEn, MEA, Utilities, MoNPI, MoF
	Action 2.1f: Establish a monitoring mechanism to ensure proper management of Mosques [M4]			●	●	●	MoIA	Local Councils, LGA
Strategy 2.2: Strengthen the institutional capacity of National Centre for the Holy Quran (NCHQ) [M13]	Action 2.2a: Establish a monitoring framework and a student information system for NCHQ campuses [To be coordinated and implemented with Policy 2 of ICT and Action 2.2e of Independent Institutions & Public Service Reform subsector matrices]			●	●		MoIA	NCIT, NCHQ
	Action 2.2b: Establish a trust fund to operate NCHQ				●	●	MoIA	NCHQ, MoF

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.3: Build local capacity in Islamic Principles and Practices while ensuring harmonization of views among practitioners	Action 2.3a: Train and facilitate recruitment of imams with degree level qualification in Islamic studies and related fields [MS]	●	●	●	●	●	MoIA	Local Councils, MoHE
	Action 2.3b: Strengthen licensing mechanism for religious preachers and imams <i>[To be coordinated and implemented with Action 2.1 f of National Security & Public Safety subsector matrix]</i>		●				MoIA	NCTC
	Action 2.3c: Conduct regular performance reviews of licensed religious scholars permitted to preach <i>[To be coordinated and implemented with Action 2.1 f of National Security & Public Safety subsector matrix]</i>		●	●	●	●	MoIA	NCTC
	Action 2.3d: Provide training to both male and female morticians (Jamaa'aitherin) to render funeral service on a professional level in every inhabited Island		●	●	●	●	MoIA	Local Councils, LGA

Policy 3: Strengthen Halal Certification Mechanism

Targets:

Target 3.1: By 2023, regulation on halal certification is reviewed and revised

Target 3.2: By 2023, at least 15 staff of MoIA, MFDA and MoED are trained on halal certification

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Ensure effective maintenance of halal certification standards and maintain international recognitions [M10]	Action 3.1a: Strengthen the Regulation for Issuing Halal Certificates [M10]			●			MoED	MoIA, AGO
	Action 3.1b: Establish a mechanism to maintain Halal standards for imports and exports		●	●	●	●	MoED	MoIA, MCS
	Action 3.1c: Train and build technical staff required for effective maintenance of certification [M10]			●			MoED	MoIA, MFDA
	Action 3.1d: Establish an inspection procedure		●				MoED	MoIA, MFDA
	Action 3.1e: Monitor compliance with Halal standards in halal certification				●	●	MoIA	MoED, MFDA
	Action 3.1f: Maintain recognition of Maldives Halal Certification to market Maldivian products in International Trade				●	●	MoIA	MoED, MFDA
	Action 3.1g: Build relations with recognized Foreign Halal Certification Bodies				●	●	MoIA	MoFA
	Action 3.1h: Establish Halal Research Laboratory service within MFDA [M10]				●	●	MFDA	MoIA

Policy 4: Strengthen Islamic welfare and social protection system**Targets:**

Target 4.1: By 2023, an up to date registry of eligible beneficiaries for Zakat exists and is utilized

Target 4.2: By 2021, Zakat fund is managed in a transparent manner with regular disclosure of fund related expenditures

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Establish a legal framework to ensure transparency in managing Zakat [M8]	Action 4.1a: Draft and enact a Zakat Act		●	●	●	●	MoIA	AGO, People's Majlis
	Action 4.1b: Strengthen Zakat rules and regulations		●	●	●	●	MoIA	AGO
	Action 4.1c: Establish enforcement and compliance mechanisms for Zakat management				●	●	MoIA	AGO
	Action 4.1d: Establish Shariah Advisory Committee with sufficient representation of female Shariah experts to give Shariah legal opinion on matters pertaining to zakat management			●	●		MoIA	
	Action 4.1e: Reform Committees related to the administration and execution of Zakat Funds			●	●		MoIA	
Strategy 4.2: Strengthening the role of Zakat in the development of the nation in an equitable and transparent manner	Action 4.2a: Strengthen existing mechanism to identify the eligible beneficiaries for Zakat with relevant stakeholders		●	●			MoIA	NSPA, MoGFSS, BML, Banks, MPS, Local Councils
	Action 4.2b: Establish a mechanism for collection and disbursement of Zakat Al-Mal and Zakat Al-Fitr		●	●	●	●	MoIA	BML, Banks, Tele-communication Service Providers, MIRA
	Action 4.2c: Integrate Zakat management into the Public Accounting System (software) <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>				●	●	MoIA	MoCST, NCIT, MoF

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 4.2d: Obtain technical assistance from International well-known Islamic Financial Institutions to develop new and innovative methods for Zakat fund management		●	●	●		MoIA	MoF
	Action 4.2e: Conduct workshops on developing Zakat fund in collaboration with Islamic Development Bank			●	●		MoIA	IDB, MoF
	Action 4.2f: Conduct education and awareness programme for public on paying Zakat [M8]			●	●	●	MoIA	PSM, Media
	Action 4.2g: Manage Zakat Fund in a transparent manner [M8] <i>[To be coordinated and implemented with Policy 3 of Accountable State subsector matrix]</i>		●	●	●	●	MoIA	MoF

Policy 5: Strengthen the provision of services for Hajj and Umrah [M11]**Targets:**

Target 5.1: By 2021, E-Hajj & Umrah Portal is operational

Target 5.2: By 2020, Hajj quota is issued in a transparent manner with clear selection criteria and disclosure of the details of the selection process.

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Ensure effective management of Maldives Hajj Corporation LTD [M11]	Action 5.1a: Improve efficiency of Maldives Hajj Corporation		●	●	●	●	MoF	MHC, MoA
	Action 5.1b: Form an Advisory Committee with sufficient female representation for guiding Hajj & Umrah Administration operated by Maldives Hajj Corporation		●	●	●	●	MoA	MHC
	Action 5.1c: Facilitate introduction of short stay Hajj packages			●	●	●	MoA	MHC
Strategy 5.2: Eliminate fraudulent and unfair practices by Hajj and Umrah service providers [M11]	Action 5.2a: Create an E-Hajj & Umrah Portal to enable its end-users to gain access to all information pertaining to Hajj & Umrah <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>		●	●			MoA	MoCST, NDC, MHC
	Action 5.2b: Create a transparent mechanism in distributing Hajj quotas [M11]			●	●	●	MoA	PO
	Action 5.2c: Implement monitoring mechanisms for Hajj and Umrah service providers [M11]			●	●	●	MoA	MHC
	Action 5.2d: Develop regulatory framework for Hajj & Umrah				●		MoA	AGO, People's Majlis
	Action 5.2e: Establish Maldives Hajj Mission at Kingdom of Saudi Arabia to represent Maldives in the annual Hajj convention				●	●	MoA	MoFA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 5.2f: Conduct Hajj & Umrah awareness programme for pilgrims and give guidance on how to perform major pilgrimage rituals	●	●	●	●	●	MoIA	MHC, Media
	Action 5.2g: Provide Mina and Arafat map and other important information of Hajj and Umrah in Dhivehi Language	●	●	●	●	●	MoIA	MHC
	Action 5.2h: Pilot smart-tracking/tagging programme of willing Hajj and Umrah Pilgrims to ensure their safety <i>[To be coordinated and implemented with Policy 3 of SME and Policy 4 of ICT subsector matrices]</i>		●	●			MoED	MoIA, SDFC
Strategy 5.3: Minimize the financial burden for Maldivian to perform the obligatory Hajj	Action 5.3a: Facilitate utilization of pension funds for obligatory Hajj [M11]	●	●	●	●	●	MPAO	MoIA, MHC

Policy 6: Ensure that Islamic principles are incorporated in State administration [M2]**Target:***Target 6.1: By 2023, Maldives Islamic Fiqh Academy is strengthened*

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 6.1: Establish an Independent Maldives Islamic Fiqh Academy [M12]	Action 6.1a: Recruit Religious Scholars as Members			●			FA	MoIA
	Action 6.1b: Reform composition of all Committees within the Fiqh Academy to have sufficient representation of female religious scholars		●	●	●	●	FA	MoIA
	Action 6.1c: Provide religious advice for government and private entities, Courts, Laws & Regulations made by the Parliament while ensuring consensus among male and female religious scholars			●	●	●	FA	MoIA



Dignified Families



Jazeera Dhiriulhun

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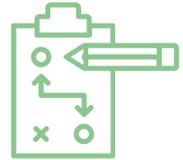


By 2020

at least a third of councilors are women

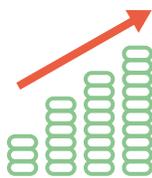
By 2021

all local development plans are aligned to the SAP and NDP are risk based



By 2023

the revenue of local councils



increased on average by **70%** compared to 2018 level

By 2023

all councils conduct town hall meetings at least thrice a year



By 2023

all local councils participate in the functioning of Community Social Groups (CSGs)



By 2023

at least **80%** of councils are audited



& **90%** of councils have implemented audit recommendations

Transport

By 2023

90% of resident population



have access to air connectivity within a 30-minute radius by speed boat

vehicle congestion in Greater Male' Region is



reduced by **30%** compared to 2018 level

at least

60%



of the population in the Greater Male' Region utilize public transport services on a regular basis



an efficient public ferry service is operational in all administrative islands

Environment Protection and Preservation



By 2020
the independent functioning of EPA is ensured



By 2023
a comprehensive legislation on chemicals management is enacted covering the entire life cycle of chemicals



By 2023
user pay principle is mainstreamed and integrated into policies and regulations concerning utilization of biodiversity resources and ecosystem services



By 2022
a comprehensive reef restoration and protection mechanism under the concept of "Jazeera Island Reef" is introduced



By 2023
quality control mechanism for labelling imported chemicals are in place and used across the country

By 2025

at least **10%** of coral reef area

20% of wetlands & mangroves

from each atoll are under some form of protection and management

at least **1** sand bank & **1** uninhabited island

Clean Energy



By 2021
Utility Regulatory Authority (URA) for integrated utility services is functional



By 2023
green labelling is implemented for energy sector

By 2023
share of renewable energy in the national energy mix is increased by



20%
compared to 2018 level

By 2023
reduce fuel usage for electricity generation by



40 million liters

Waste as a Resource



By 2021
guidelines on the handling,
storage and transport of
non-medical waste and
chemicals is enforced in
inhabited islands

By 2023

open burning
of waste will be



minimized by
50%
in all inhabited islands

By 2023

at least
30%



of IWMCs utilize solar
energy for operation

By 2023

phase out of importation,
production and use of single use
plastic in the country is enforced



By 2023

at least
65%
of students



recognize the
importance of reduce,
reuse and recycle waste

Water and Sanitation

By 2023



all inhabited islands will have
access to safe water supply
and sewerage facilities

30%
of energy
consumption



for water and sewerage
facilities across the
Maldives will be met with
renewable energy

at least

40
Engineers



will be trained in
Water and Sanitation
related field,

Resilience Communities

By 2023

at least
80%



of local development plans are risk based

at least USD
50 million



of climate finance is mobilised through direct access modality

at least USD
10 million



new private investments leveraged for low emission and adaptation measures

end to end early warning and emergency communication system operational



at least **2**



Regional Emergency Operations Centres operational

voluntary Emergency Response Teams are trained and operational in all inhabited islands



at least
30%



of the Maldivian delegations participating in international climate conferences consists of young male and females

Information, Communication & Technology

By 2021



National Stack is fully operational

By 2023



GOV.MV serves as the single online platform for all information provided by the government is operational

By 2023

at least **3**



technology centres that act as incubators for start-ups, maker spaces for children and youth, with co-working spaces are operational

By 2023

at least **5**
starts ups



are supported in each of the fields; hospitality, fisheries, marine sciences, and the health sector

Information, Communication & Technology

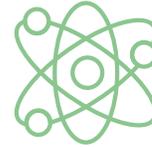
By 2023

at least **2**
facilities



exist for providing training on Artificial Intelligence (AI), Machine Learning and on emerging technologies

young girls in STEM education



increased by **30%**

Arts, Culture and Heritage

By 2023

at least **300**



new original contributions to Dhivehi literature is published targeted at younger audiences

at least **500**



artists and culture practitioners have utilized Cultural Centres nationwide

at least MVR **2 million**



disbursed as grants to support local artists and cultural practitioner



JAZEERA DHIRIULHUN

The term 'Jazeera Dhiriulhun', literally translates into 'island life'. It conceptualises a development model in which citizen engagement, inclusivity, and sustainability are at the core. The ideology behind 'Jazeera Dhiriulhun' centres around living in harmony with the island environment, where citizen's livelihoods, economies, cultural identity, and well-being are derived sustainably through connectivity and management of natural resources. Citizen's voice and agency is recognised as a fundamental aspect of the Jazeera Dhiriulhun concept.

This sector consists of six subsectors; (i) Decentralisation, (ii) Transport Network, (iii) Environmental Protection and Preservation, (iv) Clean Energy, (v) Waste as a Resource, (vi) Water and Sanitation, (vii) Resilient Communities, (viii) Information, Communication, and Technology, and (ix) Arts, Culture and Heritage. The following provides a summary of the key challenges and policy priorities for each of the associated subsectors.

4.1 DECENTRALISATION

The Decentralisation Act, which came into effect in 2010, was an important step towards improving local governance mechanisms in the country. Through this Act, 187 island councils, 19 atoll councils and 2 city councils were formed with a legal mandate of ensuring democratic and accountable governance, provision of social services, fostering economic growth and ensuring environmental protection. The Decentralisation Act further saw the creation of Women's Development Committees (WDC) as a legal entity recognised by law as an integral part of local governance systems.

Past few years saw a reversal of the fundamental principles of decentralisation, whereby centralisation once again became the main policy upon which developmental agenda of the Government was executed. Local councils were disempowered and powers devolved were taken back by the central government.

The Government has introduced progressive reforms to the Decentralisation Act, where fiscal decentralisation is at the forefront of these changes. The Government believes that meaningful development can only be achieved through effective decentralisation and empowerment of local councils.

Policy 1: Revamp the current decentralisation model and governance to make local governance effective [M24, M28, P176, P177, A19]

Targets:

Target 1.1: By 2023, the revenue of local councils has increased on average by 70% compared to 2018 levels

Target 1.2: By 2022, all island councils have an approved and publicly available land use plan

Target 1.3: By 2021, all laws and regulations that are in contradiction with the Decentralisation Act are amended

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Revise legal and regulatory framework required for restructuring local councils [M24]	Action 1.1a: Review and amend all laws that contravene the Decentralisation Act	●	●	●			AGO	MoHA, LGA, People's Majlis, MoNPI
	Action 1.1b: Review and amend all regulations and sectoral SOPs that contradict the Decentralisation Act	●	●	●			LGA	AGO, MoHA
	Action 1.1c: Review and revise necessary laws to allow for the extension of the term of the council to five years		●				AGO	LGA, MoHA, People's Majlis
	Action 1.1d: Review and revise necessary laws to allow for citizens to directly elect the Council Mayor/President and Deputy Mayor/Vice President		●				AGO	People's Majlis, EC, MoHA
	Action 1.1e: Explore possibilities of increasing the number of councilors in local councils that is proportionate to the representation of a given community; and for making the councilors allowance based instead of salary based			●	●	●	●	AGO
Strategy 1.2: Ensure local councils have sufficient financial resources [M27]	Action 1.2a: Allocate at least 5% of total national revenue to local councils as block grants from the central government [A19]	●	●				MoF	People's Majlis, LGA, Local Councils
	Action 1.2b: Allocate 40% of revenue from lease of land, lagoons, reefs and islands to local councils as block grants from the central government [M27, M32, A19, P174]	●	●				MoF	People's Majlis, LGA
	Action 1.2c: Facilitate local councils to collect all fees from municipal services and accounted them as direct revenues of the councils [M28, A19]	●	●				MoF	People's Majlis, LGA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 1.2d: Introduce a discretionary development grant to finance local/ regional development	●	●				MoF	LGA, MoNPI
	Action 1.2e: Introduce a sectoral grant (conditional grant) to assist in carrying out sector development programs at local level	●	●				MoF	LGA
	Action 1.2f: Develop an equalisation policy to distribute block grants from the central government on a fair basis to all councils	●	●				LGA	MoF, MoHA
	Action 1.2g: Establish a mechanism to provide autonomy to local councils to borrow loans and manage debts in line with national fiscal policy [M27]	●	●	●	●	●	MoF	LGA, MoHA
	Action 1.2h: Establish a mechanism to formulate income statement and balance sheet of local councils at local level [M29]	●	●	●	●	●	LGA	MoF, MoHA
	Action 1.2i: Roll out E-Finance Module to local councils to link council finance with MoF <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>	●	●	●			MoF	LGA, Local Councils, MoHA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.3: Increase the autonomy of local councils in the utilisation of resources in their jurisdiction, including land, lagoons and beaches and support their own revenue generation [M31, M28]	Action 1.3a: Demarcate jurisdictions of the councils and the ownership of resources within their jurisdiction [M31, A19]	●	●				MoNPI	MoHA, LGA
	Action 1.3b: Establish a participatory mechanism to increase the role of councils and local communities in any decision related to resources in their jurisdiction; including use of uninhabited islands, reefs, lagoons and other natural resources that are not allocated for a specific long-term use [P167, P169, P178]		●				MoNPI	CSOs, WDCs, MoFMRA, MoF, Local Councils, MoHA, LGA, MoT, MoED, MoEn
	Action 1.3c: Facilitate the development of land use plans of all islands to enable local councils to utilise land for income generation		●	●	●		MoNPI	MoHA, LGA, MLSA
	Action 1.3d: Provide local councils with the direct authority to utilise land in accordance with the land use plan and establish conflict management protocols with the central government [M32, P163, P164, A19]	●	●				MoNPI	LGA, MoF, MoHA
	Action 1.3e: Revive local ownership of 'waqf' lands, 'atholhu fihaara' and other resources that are in the name of councils	●	●				MoF	MoHA, LGA, CBOs, MoNPI, AGO
	Action 1.3f: Facilitate councils to establish commercial entities and cooperatives to undertake business activities [M32, A19]	●	●				MoED	LGA, MoNPI

Policy 2: Increase efficiency and effectiveness of service delivery at local level through increased authority and autonomy of local councils in governing and providing services at local level [P166]

Targets:

Target 2.1: By 2023, number of PSIP projects implemented by local councils increased by more than 50% compared to 2018 levels

Target 2.2: By 2023, all municipal services mandated by law are available in all islands through local councils

Target 2.3: By end of 2021, all local development plans are aligned to the Strategic Action Plan and National Development Plan are risk based

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Devolve and delegate the responsibilities of the central government to local councils [M25]	Action 2.1a: Transfer centrally held municipal functions to local councils	●	●	●			PO	AGO, LGA, Utility Service Providers, MoHA, MoNPI
	Action 2.1b: Develop and operationalise central level policies and SOPs by line ministries, for councils to follow, in delivering municipal services at local level	●	●	●	●	●	PO	AGO, LGA, Utility Service Providers, MoHA
	Action 2.1c: Identify and devolve central government functions that can be more efficiently and effectively delivered at local level [M4, M89]	●	●				PO	LGA, MoHA, Local Councils, MoNPI
	Action 2.1d: Create an accountability mechanism for municipal service delivery at local level	●	●	●	●	●	LGA	Local Councils, Utility Service Providers, MoHA
	Action 2.1e: Facilitate the construction of municipal service-related infrastructure at local level in line with the National Spatial Plan	●	●	●	●	●	MoNPI	LGA, Utility Service Providers, MoHA
	Action 2.1f: Devolve the function of local level tourism development planning to local councils [M89] <i>[To be coordinated and implemented with Action 5.1d of Tourism subsector matrix]</i>	●					MoT	LGA, Local Councils

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.2: Establish a mechanism to enable councils to execute and coordinate development projects in accordance with the National Development Plan and Strategic Action Plan [M26, P165, P170, P171]	Action 2.2a: Strengthen existing planning manuals of the LGA to provide the necessary guidance to councils on aligning local development plans with national development plan and strategic plan		●				LGA	MoHA, MoNPI
	Action 2.2b: Streamline resource allocation to local councils in accordance with the local development plan which is aligned to the SAP and NDP	●	●	●	●	●	MoF	LGA, MoNPI, MoHA
	Action 2.2c: Establish mechanisms for conducting consultation with local councils and communities for projects planned by central government	●	●	●	●	●	MoNPI	LGA, MoHA
	Action 2.2d: Develop manuals and SOPs for local councils to implement PSIP projects that are to be delivered through local councils	●	●				MoNPI	LGA, MoF, MoHA
	Action 2.2e: Support local councils to integrate climate risks and hazard and vulnerabilities to local development planning <i>[To be coordinated and implemented with Action 1.3d of Resilient Communities subsector matrix]</i>		●	●	●	●	NDMA	MoEn, LGA, Local Councils, MoNPI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.3: Provide councils with adequate authority to manage human resources in council administration	Action 2.3a: Make necessary arrangements to ensure the head of civil servants in the council is accountable to the local council through amendments to Decentralisation Act and Civil Service Act	●	●				AGO	CSC, LGA, MoHA, People's Majlis
	Action 2.3b: Create a legal mechanism to ensure council staff are accountable to council	●	●	●			CSC	MoHA, LGA, AGO
	Action 2.3c: Develop policies and procedures to accommodate the changes brought to the council staff structure	●	●				CSC	LGA, Local Councils
	Action 2.3d: Establish a mechanism to give full autonomy to councils to hire staff as per the approved structure without further approvals from central level	●	●				CSC	MoF, LGA, MoHA
	Action 2.3e: Facilitate the recruitment of an EPA licensed environment officer to be stationed in every atoll and city council <i>[To be coordinated and implemented with Action 1.5a of Environmental Protection & Preservation subsector matrix]</i>	●	●	●			EPA	CSC, LGA, MoHA, MoEn
	Action 2.3f: Coordinate with MoED and BCC to provide training and designate roles to increase capacity of economic officers of council to provide assistance to SMEs <i>[To be coordinated and implemented with Action 1.1f of SME subsector matrix]</i>	●	●	●	●		MoED	CSC, LGA, MoHA, Local Councils

Strategies	Action	20 19	20 20	20 21	20 22	20 23	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.4: Strengthen institutional capacity of local councils and provide opportunities for human resource development [M175]	Action 2.4a: Review and revise organisational structure of councils and introduce hybrid organisational structure of councils to allow for efficient use of human resources for delivering effective municipal services	●	●				CSC	MoHA, Local Councils, LGA
	Action 2.4b: Increase the capacity of atoll councils in providing technical support (such as legal advice, planning, financial management) to island councils	●	●	●			LGA	MoHA, MoF, CSC
	Action 2.4c: Collaborate with training institutes to deliver training packages to improve administrative and technical capacity of local councils <i>[To be coordinated and implemented with Action 2.3b of Independent Institutions & Public Service Reform subsector matrix]</i>	●	●	●	●	●	LGA	MoHA, PSTI
	Action 2.4d: Develop and deliver orientation programs for newly elected councilors <i>[To be coordinated and implemented with Action 2.3d of Independent Institutions & Public Service Reform subsector matrix]</i>		●			●	LGA	MoHA, Local Councils, PSTI
	Action 2.4e: Provide internet access to all councils		●	●			LGA	MoHA, MoCST, NDC, PSTI
	Action 2.4f: Implement E-council system in local councils to enhance the service delivery and accessibility <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>	●	●	●	●	●	LGA	MoHA, CTO, NDC, MoCST

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.5: Empower local councils to exercise their power and discretion to establish a safe and secure environment in their communities	Action 2.5a: Facilitate the activation of Emergency Response Teams (ERTs) at local level to provide aid and assistance to local communities during incidents of emergencies and disasters <i>[To be coordinated and implemented with Strategy 1.2 of National Security & Public Safety subsector matrix]</i>		●	●			NDMA	MoGFSS, MoHA, LGA, Local Councils, MNDF, MRC
	Action 2.5b: Coordinate with MoYSCE and MoGFSS to enhance capacity of Community Social Groups (CSGs) at local level to create an environment for social security to include the vulnerable and marginalised population of the community, and attend matters of domestic violence <i>[To be coordinated and implemented with Action 4.5b and 4.5c of Social Protection and Action 1.1b of Community Empowerment subsector matrices]</i>		●	●	●	●	MoGFSS	LGA, Local Councils, MoYSCE, MPS, FCSCs, Utility Service Providers
	Action 2.5c: Establish and implement a system to protect local environment including protection of flora and fauna <i>[To be coordinated and implemented with Action 1.1f of Environmental Protection & Preservation subsector matrix]</i>		●	●	●	●	MoEn	LGA, Local Councils, EPA

Policy 3: Strengthen the linkage between the central government, local councils and the public

Targets:

Target 3.1: By 2023, all councils conduct town hall meetings at least thrice a year

Target 3.2: By 2023, all local councils participate in the functioning of Community Social Groups (CSGs)

Target 3.3: By 2023, at least 60% of local councils have signed partnership agreements with NGOs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
<p>Strategy 3.1: Enhance citizens participation in the decision-making process of councils at local level</p> <p><i>[To be coordinated and implemented with Action 1.1g of Community Empowerment subsector matrix]</i></p>	Action 3.1a: Establish a legal mechanism to have council town hall meetings regularly [M33]	●					LGA	Local Councils, MoHA, AGO
	Action 3.1b: Require development plans and land use plans, and any amendments to those plans, to be thoroughly consulted by the public through a revision to the relevant laws, regulations and planning manuals of LGA [A19]	●	●				AGO	Local Councils, LGA, MoNPI, MoHA
	Action 3.1c: Conduct public awareness programmes to motivate public participation in the decision-making process of councils <i>[To be coordinated and implemented with Action 1.1f of Community Empowerment subsector matrix]</i>		●	●	●	●	LGA	Local Councils
	Action 3.1d: Conduct training programmes to councils on public participation and community engagement <i>[To be coordinated and implemented with Action 1.1d of Community Empowerment subsector matrix]</i>		●	●	●	●	LGA	Local Councils, MoYSCE
<p>Strategy 3.2: Strengthen civil society involvement in development and decision making at local level [M38]</p> <p><i>[To be coordinated and implemented with Action 3.2a of Community Empowerment subsector matrix]</i></p>	Action 3.2a: Identify channels for facilitating partnerships between local councils and NGOs <i>[To be coordinated and implemented with Action 3.2a of Community Empowerment subsector matrix]</i>		●	●			LGA	Local Councils, NGOs, MoYSCE
	Action 3.2b: Support the CSGs established by MoGFSS as a platform for multi-stakeholder community engagement <i>[To be coordinated and implemented with Action 3.2b of Community Empowerment subsector matrix]</i>		●	●			MoGFSS	Local Councils, MoYSCE
	Action 3.2c: Facilitate the establishment of a Local Government Association to better promote local councils and to represent interests of councils to central government	●	●	●			LGA	MoYSCE, MoHA, Local Councils

Policy 4: Increase the role of women in decision making process at local level**Targets:**

Target 4.1: By 2020, at least a third of councilors are women

Target 4.2: By 2020, role of WDCs are formalised

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Increase participation of women in decision making process at local level <i>[To be coordinated and implemented with Strategy 1.3 of Gender Equality subsector matrix]</i>	Action 4.1a: Amend the Decentralisation Act to allocate 33 percent of seats to women in local council elections <i>[To be coordinated and implemented with Action 1.3a of Gender Equality subsector matrix]</i>	●					AGO	MoGFSS, LGA, MoHA, PO
	Action 4.1b: Amend existing regulations to clarify the roles and responsibilities of Women's Development Committees <i>[To be coordinated and implemented with Action 1.2a of Gender Equality subsector matrix]</i>	●	●				AGO	MoGFSS, LGA, MoHA
	Action 4.1c: Provide adequate resources, sufficient budget and autonomy for WDCs to function effectively [M33]	●	●	●	●	●	MoF	LGA, MoGFSS, Local Councils
	Action 4.1d: Provide a suitable allowance for WDC members <i>[To be coordinated and implemented with Action 1.2c of Gender Equality subsector matrix]</i>	●	●	●	●	●	MoF	LGA, Local Councils
	Action 4.1e: Conduct orientation and training programmes to WDCs to carry out their mandate <i>[To be coordinated and implemented with Action 1.2d of Gender Equality and Action 1.2a of Community Empowerment subsector matrices]</i>		●	●	●	●	LGA	Local Councils, MoGFSS
	Action 4.1f: Conduct advocacy to address stereotype roles of women to encourage more women to participate in local council elections <i>[To be coordinated and implemented with Action 1.3d of Gender Equality subsector matrix]</i>				●	●	●	MoGFSS

Policy 5: Improve good governance through decentralised system and increase accountability of local councils [P177]

Targets:

Target 5.1: By 2023, at least 2 nationwide researches and 1 impact evaluation exist on the functioning of the local council

Target 5.2: By 2021, e-monitoring system of councils is operational

Target 5.3: By 2023, at least 80% of councils are audited and 90% of councils have implemented audit recommendations

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Increase knowledge, awareness and evidence to support advocacy on local governance	Action 5.1a: Facilitate dialogues with general public and relevant institutions on decentralisation and good governance <i>[To be coordinated and implemented with Action 1.2a of Community Empowerment subsector matrix]</i>	●	●	●	●	●	LGA	Local Councils, MoYSCE
	Action 5.1b: Conduct research and performance reviews/impact evaluations on the functioning of decentralisation system	●	●	●	●	●	LGA	Local Councils
	Action 5.1c: Conduct forums/seminars on decentralisation and good governance	●	●	●	●	●	LGA	Local Councils
Strategy 5.2: Strengthen the functioning of Local Government Authority (LGA)	Action 5.2a: Revise the composition of the LGA board to ensure its effective functioning and gender balance	●					AGO	People's Majlis, MoHA, LGA
	Action 5.2b: Integrate Maldives Institute for Local Governance functioning under LGA with PSTI <i>[To be coordinated and implemented with Action 2.3c of Independent Institutions & Public Service Reform subsector matrix]</i>	●	●				LGA	PSTI, MoHE, MoHA
	Action 5.2c: Establish e-learning platform to conduct trainings and sessions in collaboration with educational institutions <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>		●				LGA	NDC, CSTI, MoHE, MoCST

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.3: Develop robust mechanisms for accountability of local councils	Action 5.3a: Amend laws to make councilors accountable and responsible for misuse of powers and authorities devolved to councils		●				AGO	People's Majlis, MoHA, LGA
	Action 5.3b: Establish a legal mechanism to streamline rules of procedures, bylaws and guidelines formulated by different councils		●				AGO	People's Majlis, LGA
	Action 5.3c: Develop and implement auditing / monitoring mechanisms at local councils on the use of funds and tracking of council debt levels [A19]	●	●	●	●	●	LGA	MoF, AGO
	Action 5.3d: Establish e-monitoring mechanism to monitor the councils <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>		●				LGA	NDC, CTO
	Action 5.3e: Strengthen local performance index for councils	●	●	●	●	●	LGA	Local Councils

4.2 TRANSPORT NETWORK

The wide disparity of the Maldivian people with remote population pockets necessitates an efficient and affordable Integrated Transportation Network (ITN) in order to achieve inclusive growth.

The transportation sector lies at the centre of providing basic items such as food, fuel, and medicine across the country. Inter-island transport is critical for the delivery and access to social services such as higher education and healthcare, and for employment.

Public transportation systems are weak in the country due to the high operational costs. The Maldives Transport and Contracting Company (MTCC) offers inter-island ferry services but bears significant financial losses. Private sector investment is discouraged by the small number of passengers and high costs incurred in fuel consumption.

The number of airports has increased significantly over the past 15 years, improving connectivity to a certain level. Despite the increase in air travel, price still remains high.

The lack of a reliable, safe, affordable, and efficient public transportation system restricts mobility of individuals, goods and services, slowing down social and economic growth, hindering sustainable development.

Policy 1: Strengthen legal and regulatory framework of the maritime sector**Targets:**

Target 1.1: By 2023, maritime trade is regulated through an IMO compliant legal and regulatory framework

Target 1.2: By 2023, at least 60% of maritime incidents are reduced compared to 2018 levels

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Strengthen the legal framework governing the maritime sector to ensure standards on quality, safety, compliance and protection of the natural environment	Action 1.1a: Enact Maritime Authority Law to develop a separate administration with maritime related mandate		●	●	●		MoTCA	MTA, AGO, PO, People's Majlis
	Action 1.1b: Enact Port Law and associated regulations		●	●	●		MTA	MoTCA, AGO, MCS, MPL, MNDF, MPS, People's Majlis
	Action 1.1c: Formulate and enforce the appropriate legal framework to facilitate National Shipping Line in Maldives [M108, M109]		●	●	●		MTA	MoTCA, MoED, STO, MIFCO, Private sector, AGO, People's Majlis
	Action 1.1d: Review and revise the Maritime Act (Law Number 69/1978) to streamline with Merchant Shipping Law		●	●	●		MoTCA	AGO, MTA, MCS, MNDF, MPS, People's Majlis
	Action 1.1e: Enact and enforce Maritime Labour Convention Law		●	●	●		MTA	MoTCA, MoED, MNDF, MPS, MPL, AGO, LRA, AGO, People's Majlis
	Action 1.1f: Enact Prevention of Pollution of the Sea Law [To be coordinated and implemented with Action 1.1h of Waste as a Resource subsector matrix]		●	●	●		MTA	MoTCA, MoEn, MNDF, MPS, EPA, MPL, AGO, People's Majlis

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.2: Enhance the regulatory framework on maritime safety, protocols, procedures and reduce environmental damage as per IMO	Action 1.1g: Enact Civil Liability and Compensation for Oil Including Bunker Pollution Law		●	●	●		MTA	MoTCA, MoEn, MNDF, MPS, EPA, MPL, AGO, People's Majlis
	Action 1.1h: Enact Protection of Life and Property at Sea Law		●	●	●		MTA	MoTCA, MNDF, MPS, EPA, MPL, AGO, People's Majlis
	Action 1.2a: Formulate and enforce regulations on maritime security in line with the International Ship and Port Facility Security (ISPS) Code	●	●	●			MTA	MoTCA, MNDF, MPL, MPS, AGO
	Action 1.2b: Formulate and enforce regulation on Port State Control and a regulation on implementing International Safety Management Code (ISM Code) for ships and ships operating with Maldives flag		●	●			MTA	MoTCA, MNDF, MPL, MPS, AGO
	Action 1.2c: Formulate and enforce regulation on the selection and authorisation of classification societies acting on behalf of the Flag State for Maldivian Flagged Vessels in line with the Recognised Organisation (RO) Code and a regulation on the investigation of Marine accidents in line with the Marine Accidents and Casualty Investigation Code	●	●	●			MTA	MoTCA, MNDF, MPL, MPS, AGO
	Action 1.2d: Formulate and enforce regulation on ship equipment used in Maldivian Flagged Vessels	●	●				MTA	MoTCA, MNDF, MPL, MPS, AGO
	Action 1.2e: Formulate and enforce a regulation on the investigation of marine accidents in line with Marine Accidents and Casualty Investigation Code	●	●				MTA	MoTCA, MPS, MoEn, MPL, EPA, MNDF, AGO
	Action 1.2f: Formulate and enforce regulations concerning the procedures for the determination of offences committed by ships and other maritime vessels		●	●			MTA	MoTCA, MNDF, MPL, MPS, AGO
	Action 1.2g: Formulate and enforce regulation on reception of wastes from ships and waste control <i>[To be coordinated and implemented with Action 1.3I of Waste as a Resource subsector matrix]</i>		●	●			MTA	MoTCA, MoEn, MNDF, MPL, MPS, AGO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 1.2h: Formulate and enforce regulations on tonnage measurement on ships, load line of commercial vessels, and prevention of collisions at sea in line with the International Regulation for Preventing Collision at Sea		●	●			MTA	MoTCA, MNDF, MPL, MPS, AGO
	Action 1.2i: Formulate and enforce regulation on wreckage and wreck removal	●	●	●			MTA	MoTCA, MoEn, MNDF, MPL, MPS, AGO
	Action 1.2j: Formulate and enforce regulations for NAVigational TELeX (NAVTEX) system for local and foreign vessels, Vessel Traffic Service in Male' Area, ship reporting and a regulation for Hydrography service in the Maldives		●	●	●	●	MTA	MMS, MoTCA, MNDF, MPS, CAM, AGO
Strategy 1.3: Strengthen existing regulatory framework on operating public ferries [M79, M80, M82, M83]	Action 1.3a: Review and revise existing ferry regulations in line with National Spatial Plan		●	●			MoTCA	MTA, MoNPI, AGO, MNDF, MPS, Local Councils
Strategy 1.4: Establish an open registry to regulate luxury vessels [M108, M109]	Action 1.4a: Review and revise the existing 'Open Registry/ Luxury Vessel Registration Regulation'	●	●				MoTCA	MTA, AGO, MoT, MoED

Policy 2: Strengthen maritime infrastructure and services to enhance socio-economic growth

Targets:

Target 2.1: By 2023, an efficient public ferry service is operational in all administrative islands

Target 2.2: By 2023, the proposed cruise ship terminal is operational

Target 2.3: By 2023, all audited maritime training institutions are IMO compliant

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Increase connectivity of administrative islands and improve mobility of individuals, goods and services [M82, A19]	Action 2.1a: Allocate land and construct central ferry terminals in RUCs and SRUCs, and ferry terminals in all administrative islands in line with National Spatial Plan [M82]		●	●	●	●	MoNPI	MoTCA, MTA, MoED, MoT, MTCC, MPL
	Action 2.1b: Facilitate efficient movement of ferry passengers at arrivals and departures	●	●	●			MTA	MoNPI, Local Councils, MTCC, MPL
	Action 2.1c: Review the existing ferry service network and introduce atoll ferries in line with National Spatial Plan		●	●	●	●	MoNPI	MoTCA, MTA, AGO, MNDF, MPS, Local Councils
	Action 2.1d: Establish causeways and/or mini bridges in inter-linked islands for connectivity in line with National Spatial Plan		●	●	●	●	MoNPI	MoTCA, MTA, Local Councils
	Action 2.1e: Establish Regional Commercial Domestic Ports in RUCs and sub-regional Commercial Harbors in SRUCs in line with National Spatial Plan		●	●	●	●	MoNPI	MoTCA, MPL
	Action 2.1f: Provide harbour and jetty services in all administrative islands in line with National Spatial Plan		●	●	●	●	MoTCA	MoNPI, Local Councils
	Action 2.1g: Establish regional and sub-regional boat building facilities in RUCs and SRUCs in line with the National Spatial Plan		●	●	●	●	MoTCA	MoNPI, Local Councils
	Action 2.1h: Strengthen the "Niemi" mobile application through data integration of ferry schedules across the country [To be coordinated and implemented with Action 2.3b of ICT subsector matrix]	●	●				MTA	CTO, NDC
	Action 2.1i: Facilitate private sector investments to operate ferry services		●				MoED	MoNPI, MTA
	Action 2.1j: Establish a dry-docking facility to repair and build vessels		●	●	●	●	MoTCA	MTA, Shipping Industry

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 2.1k: Review and modify ferry terminal facilities to ensure passenger safety and accessibility, with a specific focus on PWDs, pregnant women, people with young children, and senior citizens- <i>[To be coordinated and implemented with Action 1.2c of Family subsector matrix]</i>		●	●			MoTCA	MoTCA, MTA, MoNPI, MoGFSS, Local Councils, NGOs, MPS, MTCC, MPL
Strategy 2.2: Strengthen port facilities in the country [M108, M109] <i>[To be coordinated and implemented with Strategy 3.1 of Economic Diversification subsector matrix]</i>	Action 2.2a: Strengthen infrastructural and institutional capacity in pilotage services in Male' Port and establish pilotage services in Hithadhoo Port		●	●	●	●	MTA	MoTCA, AGO, MCS, MPS, MPL, MNDF, HPL, KPL
	Action 2.2b: Strengthen the Port Clearance Regime in line with international best practices		●	●	●	●	MTA	MoTCA, MPL, AGO, MCS, MPS, MNDF
	Action 2.2c: Establish ancillary facilities within the ports		●	●	●	●	MPL	MoTCA, MTA, AGO, MCS, MPS, MNDF
	Action 2.2d: Strengthen infrastructural and institutional capacity of anchorage services, including waste management in Greater Male' Region and develop anchorage service area in Hithadhoo Port		●	●	●	●	MPL	MoTCA, MTA, HPL, KPL, MCS, MNDF, MPS, AGO, WAMCO, MoEn
	Action 2.2e: Formulate a legal framework to regularise private port facilities		●	●	●	●	MoTCA	MPL, MTA, MoED, AGO, MCS, MPS, MNDF
	Action 2.2f: Upgrade port facilities to include logistical services between regional ports and peripheries, facilities to store perishables and eliminate bottlenecks in the ports <i>[To be coordinated and implemented with Action 2.1d of Resilient Communities subsector matrix]</i>		●	●	●	●	MPL	MoTCA, MTA, AGO, MCS, MPS, MNDF, MoED, Local Councils, NDMA, MRC, AGO, MPL, MoNPI
	Action 2.2g: Position Hithadhoo and Kulhudhuffushi ports as global port hubs through consolidated and strategic marketing plans		●	●	●	●	MoTCA	HPL, KPL, MTA, MPL
	Action 2.2h: Revise and approve the existing plan for operating passenger cum cargo ferry between India and Kulhudhufushi Port <i>[To be coordinated and implemented with Action 2.1b of Foreign Affairs subsector matrix]</i>		●	●			MoTCA	MPL, KPL, MTA, MCS, MNDF, MPS, Local Council

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.3: Establish a fully functional Cruise Terminal within Male' region [M108, M109]	Action 2.3a: Formulate a concept to develop a Cruise Terminal in Male' Region with input from respective stakeholders in line with the National Spatial Plan <i>[To be coordinated and implemented with Action 2.5b of Tourism subsector matrix]</i>	●	●	●			MoT	MTA, MoED, MPL, MCS, MNDF, MPS, MoTCA, HDC, Local Councils, MoNPI
Strategy 2.4: Develop a national shipping line	Action 2.4a: Establish a National Shipping Line in Maldives		●	●			MoTCA	MoED, MTA, MoF, SOEs
Strategy 2.5: Strengthen infrastructure to ensure maritime safety and security [M108, M109]	Action 2.5a: Establish a NAVTEX system including Maritime Safety Information of Navigational and Meteorological warning, meteorological forecast, warnings of missing vessels and other urgent messages pertaining for the safety of the vessel and its crew in line with IMO obligations [M108, M109]		●	●	●	●	MTA	MoTCA, MMS
	Action 2.5b: Survey the existing AIDS to Navigation, specially 12 miles lights		●				MTA	MoTCA, Local Councils
	Action 2.5c: Establish the Aids to Navigation Fund to be an independent fund maintained by the Maldives Transport Authority		●				MTA	MoTCA, MoF
	Action 2.5d: Hoist 85 Navigation Lights (12 miles light with tower) across the Maldives for easy navigation		●	●	●	●	MTA	MoTCA, MNDF, MPS, Local Councils
	Action 2.5e: Draft and develop a proposal for the development of Pilot station near "Bandos Maagaa"		●	●	●	●	MTA	MoTCA, MNDF, MPS, MPL, MoF, MoNPI, MoED
	Action 2.5f: Establish a hydrographic service to promote the use of hydrography for the safety of navigation and to update navigational charts of Maldives territorial waters [M108, M109]		●	●	●	●	MTA	MoTCA, MNDF, MoNPI
	Action 2.5g: Establish Vessel Traffic Service (VTS) within Male' Port Area [M79, M80, M82, M83]		●	●	●	●	MTA	MoTCA, MNDF, MPL, MPS, MoT, MoED
Strategy 2.6: Strengthen management and administrative systems for maritime coordination and development	Action 2.6a: Facilitate seafarer's identity document formulation	●	●	●			MTA	MoTCA, Seafarers
	Action 2.6b: Develop Maritime Online Platform designed for modularity, enhanced coordination and communication between the port and the public, and ship reporting <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>	●	●	●			MTA	Local Councils, Boat Yards, MoTCA, MPL, NDC, CTO, Industry, MNDF, PH, AGO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.7: Increase human resource capacity of the maritime sector	Action 2.7a: Review and revise regulations on the principles regarding inspection and quality standards on Maritime Training and Certification	●	●	●			MTA	MoTCA, AGO, MNU
	Action 2.7b: Conduct systematic audits of the existing Maritime Training Institutions to check compliance on International Maritime Organisation (IMO) standards on training, certification, and watch keeping	●	●	●			MTA	MoTCA, IMO, Seafarers
	Action 2.7c: Conduct local vessel surveyor training courses to all staff of local councils in collaboration with the PSTI	●	●	●	●	●	MTA	MoTCA, MNDF, MPS, Local Councils, LGA, PSTI
	Action 2.7d: Promote Maldivian seafarers in the international seafaring industry		●	●	●	●	MoTCA	MTA, Seafarers Industry
	Action 2.7e: Formulate a concept to attract international boat builders, specially luxury yacht builders to the Maldives		●	●	●	●	MoTCA	MTA, MoED
	Action 2.7f: Train Marine Officers in Engineering and Deck Departments		●	●	●	●	MoTCA	MTA, MNU, MoHE
	Action 2.7g: Enhance capacity of officers working in regional ports through targeted training programmes on port management		●	●	●	●	MPL	MTA, PSTI
	Action 2.7h: Establish National Professional Naval Architect Committee in order to approve existing boat builders		●				MTA	MoTCA, Boat Building Industry
	Action 2.7i: Conduct awareness and information dissemination to school leavers on employment prospects and job opportunities within the seafaring industry		●				MoTCA	MTA, MNU, MoE, MoHE
	Action 2.7j: Coordinate with job centres to promote employment opportunities in the industry <i>[To be coordinated and implemented with Action 3.1a of Labour Employment & Migration subsector matrix]</i>		●	●	●	●	MoTCA	MoYSCE, MoHE, MoED, MTA, MNU

Policy 3: Increase concerted efforts to reduce congestion and ease accessibility to roads in Greater Male' Region

Targets:

Target 3.1: By 2023, vehicle congestion in Greater Male' Region is reduced by 30% compared to 2018 levels

Target 3.2: By 2023, at least 60% of the population in the Greater Male' Region utilise public transport services on a regular basis

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Strengthen the regulatory framework for addressing road congestion and road worthiness <i>[To be coordinated and implemented with Action 2.4b of Clean Energy subsector matrix]</i>	Action 3.1a: Review and revise regulations to address road congestion, vehicle importation, management of emission levels, traffic violations, and management of parking, with a specific focus on easing congestion in urban centres	●	●	●			MoTCA	MTA, Male' City Council, MoNPI, AGO, MPS, MoEn, MCS
	Action 3.1b: Review and revise the building code regulation to facilitate parking inside the building	●	●	●			MoNPI	MTA, Male' City Council, MoHUD, MoTCA
	Action 3.1c: Formulate and enforce a robust vehicle control mechanism, including issuance of certificate of entitlement to register vehicles in the Greater Male' Region			●	●		MoTCA	Male' City Council, MPS, MTA
	Action 3.1d: Review and revise the License Regulation to accommodate International License Permit	●	●	●	●	●	MTA	MoTCA, MPS, Local Councils, AGO
	Action 3.1e: Review and revise emission standards to enforce the road worthiness standards <i>[To be coordinated and implemented with Action 1.4d of Environmental Protection & Preservation subsector matrix]</i>	●	●				MoTCA	MTA, MoEn, EPA, MNU, Male' City Council, MPS
	Action 3.1f: Review and revise the regulation to address the age of vehicles imported into the country <i>[To be coordinated and implemented with Action 1.4d of Environmental Protection & Preservation subsector matrix]</i>		●	●			MTA	MoTCA, EPA, MNU, Male' City Council, MPS
	Action 3.1g: Strengthen the monitoring of road worthiness centres and enforce authorisation of road worthiness		●	●			MTA	MoTCA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.2: Promote an efficient in-land public transport service in the Greater Male' Region and urban centres in line with the National Spatial Plan [M79, A19]	Action 3.2a: Formulate a comprehensive public transportation plan through consultancy services of a Transport Engineer, to address congestion through application of technology and scientific principles to the planning, functional design, operation, and management of infrastructure and facilities providing public transportation to the Greater Male' Region		●	●			MoTCA	MoNPI, MoEn, MTA, MTCC, MPL, HDC, STELCO, Male' City Council, MoF, MoFA
	Action 3.2b: Conduct feasibility assessments, alongside energy efficiency and fuel consumption analysis in providing public transportation through ferry and bus services <i>[To be coordinated and implemented with Action 2.4a of Clean Energy subsector matrix]</i>	●	●				MTA	MoNPI, MoEn, EPA, MoTCA
	Action 3.2c: Introduce government subsidised public transport service (mini-bus service, taxis and school buses) <i>[To be coordinated and implemented with Action 4.4a of Education subsector matrix and Action 1.2c and 1.2d of Family subsector matrix]</i>		●	●			MoTCA	MTA, Male' City Council, MoNPI, MoF, STELCO, Local Councils
	Action 3.2d: Procure solar powered and/or battery operated taxis, buses, and charging stations <i>[To be coordinated and implemented with Action 2.4c of Clean Energy subsector matrix]</i>		●	●			MoTCA	MTA, Local Councils, MoF, STELCO, MoNPI, MoEn
Strategy 3.3: Create and ensure a safe environment for passengers using public transportation, with special focus on women and PWDs [M81]	Action 3.3a: Review and modify buses and bus terminals to ensure passenger safety and accessibility, with a specific focus on PWDs, pregnant women, people with young children, and senior citizens <i>[To be coordinated and implemented with Action 1.2c of Family subsector matrix]</i>		●	●			MoTCA	MTA, MoNPI, MoGFSS, Local Councils, HDC, MPL, MTCC
Strategy 3.4: Implement paid parking for vehicles	Action 3.4a: Explore PPP opportunities for paid parking, especially for four wheelers		●	●			MoTCA	Male' City council, MoNPI, MTA, MoGFSS

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.5: Relieve road congestion through relocation of industrial spaces and strengthening the vehicle toward capacity	Action 3.5a: Strengthen the infrastructural and technical capacity in transfer and demolition of vehicles in the toward facilities in enforcement of regulatory requirements	●	●				MoNPI	MoTCA, MTA, Male' City Council, HDC, MPS
	Action 3.5b: Allocate a permanent land area for towed vehicles in Hulhumale', Thilafushi, Laamu Gan and Addu City	●	●				MoNPI	MoTCA, MTA, Local Councils, HDC, MPS
	Action 3.5c: Designate loading and unloading areas for supply vehicles within Greater Male' Region, through a feasibility study	●	●	●			MTA	MoTCA, MTA, MoNPI, MPS, Male' City Council, MoHUD
	Action 3.5d: Relocate industrial, mechanical, tinkering, painting and/or welding workshops and godowns to an allocated area as decided through a feasibility study	●	●				Male' City Council	MoTCA, MTA, MPS, MoNPI, MNDF, MoD, Industry, NDMA, PO
	Action 3.5e: Set up a robust monitoring mechanism to ensure safe transportation and storage of chemicals, flammables, timber, and other dangerous cargo <i>[To be coordinated and implemented with Action 1.4a of National Security & Public Safety subsector matrix]</i>			●			MNDF	MoTCA, MTA, Male' City Council, MPS, MoNPI, MoD, Local Councils, NDMA, MoH, MFDA, HPA, MoT, LGA, STO, MoEn, EPA
Strategy 3.6: Increase public awareness on road conventions and safety	Action 3.6a: Conduct periodic awareness sessions to students enrolled in higher secondary and above, on road safety, ethics, road courtesy, and first aid	●	●	●	●	●	MoTCA	MoE, MoHE, MNU, TVETA, MPS, HPA, MRC, NGOs
	Action 3.6b: Conduct periodic trainings for taxi drivers and those employed in private hire vehicles on transport regulations, road safety, road courtesy, and first aid	●	●	●	●	●	MoTCA	MoE, MoHE, MNU, TVETA, MPS, HPA, MRC, NGOs

Policy 4: Strengthen air transport and maintain a liberal aviation policy that benefits tourism and trade**Targets:**

Target 4.1: By 2023, AICC is functional as an independent authority

Target 4.2: By 2023, 90% of the personnel required for safety oversight at CAA are trained and available

Target 4.3: By 2023, 90% of the resident population have access to air connectivity within a 30-minute radius by speed boat

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Strengthen regulatory framework for air transport	Action 4.1a: Review and revise the Maldives Civil Aviation Act (2001/2) to assign full autonomy to the Maldives Civil Aviation Authority (MCAA) in ensuring safety of the sector	●	●				MCAA	MoTCA, People's Majlis, PO, AGO
	Action 4.1b: Establish an independent authority under the Maldives Civil Aviation Act to that would act as the investigative body in air and aircraft accidents	●	●				MoTCA	MCAA, AGO, PO
	Action 4.1c: Formulate and enforce Airport and Air Navigation Service (ANS) Charges Regulation as per the ICAO's Economic Policies and Guidelines	●	●	●	●	●	MCAA	Airport Operators, MoTCA
	Action 4.1d: Enact Passenger Rights Law to compensate passengers from flight cancellation, delays and off-loading	●	●				MCAA	MoTCA, AGO, People's Majlis

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.2: Expand seaplane services to inhabited islands in line with the National Spatial Plan [A19, P187]	Action 4.2a: Identify islands that require seaplane services to meet the requirements of the National Spatial Plan	●	●				MoTCA	MoNPI, RA, MoT,
	Action 4.2b: Establish floating platforms and auxiliary facilities required for seaplane operations [A19]		●	●	●		MoTCA	Domestic carriers, MCAA, MoD, MNDF
	Action 4.2c: Establish waiting areas for passengers traveling via seaplane at the jetty area of resorts [A19]		●	●	●		MoTCA	Domestic carriers, MoT, MCAA, DASA
Strategy 4.3: Strengthen air transportation infrastructure and services	Action 4.3a: Upgrade international airports in the North and South of Maldives in line with the National Spatial Plan [M85, P181, P191]	●	●	●	●	●	MoTCA	MoED, MoNPI, MCAA
	Action 4.3b: Develop domestic air transportation facilities in line with the National Spatial Plan in order to ensure that all administrative islands are within 30 minute reach [M85, A19, P182, P183, P184, P185, P186, P187, P188, P189, P190, P195]	●	●	●	●	●	MoTCA	MoNPI, PO, MCAA
	Action 4.3c: Conduct air service consultations with states those are potentially important to Maldivian tourism, trade, and public interest	●	●	●	●	●	MCAA	MoTCA, MoFA
	Action 4.3d: Revise and sustain the reductions brought to domestic airfare to reduce the financial burden on locals [P180]	●	●				MCAA	MoTCA, IASL
	Action 4.3e: Explore options to harmonise airfare rates between locals and tourists [A19]	●					MCAA	MoTCA, Domestic carriers, MoT
Strategy 4.4: Strengthen technical capacity for improving civil aviation	Action 4.4a: Support the adoption of Safety Management Systems (SMS) through trainings and development seminars on SMS twice a year along with scheduled trainings to build capacity both at MCAA and industry	●	●	●	●	●	MCAA	Airport Operators & Airline Operators
Strategy 4.5: Reduce CO2 emissions in the Maldivian airspace and minimise noise pollution near aerodromes and floating platforms [To be coordinated and implemented with Action 2.4b of Clean Energy subsector matrix]	Action 4.5a: Carry out the full implementation of Performance Based Navigation (PBN)			●			MCAA	MACL
	Action 4.5b: Conduct feasibility study to join ICAO CORSIA Programme		●				MCAA	MoTCA, MoEn, IASL

4.3 ENVIRONMENTAL PROTECTION & PRESERVATION

The Maldives is renowned for its unique and pristine natural environment. The main natural habitats found in the country includes coral reefs, seagrass, mangroves, beaches, forests, and brackish lakes and ponds in certain islands. Biodiversity contributes towards 71 per cent employment, 89 per cent of the GDP and 98 per cent of exports.

¹The Maldivian coral reef system is the seventh largest in the world, spreading over an area of 8,920 sq. km and represents three percent of the global coral cover.²

Concomitant with development and population growth, the pressures exerted on the natural environment has increased significantly over the past four decades, resulting in over-extraction and damage to critical ecosystems. Chief among these pressures include reclamation associated with infrastructure projects, habitat alteration to accommodate social and economic growth, overextraction of natural resources and species including bait fish and heightened pollution from over-excessive use of chemicals, inadequate waste management, and untreated sewerage disposal.

Policies in this sector will focus on addressing issues of natural resource management, pollution and protection of natural resources.

¹ MEE (2015), National Biodiversity Strategy and Action Plan of the Maldives 2016-2025

² MEE (2016), State of the Environment Report

Policy 1: Strengthen the legislative, regulatory, institutional framework and the human resource capacity to facilitate effective environmental protection and sustainable practices

Targets:

Target 1.1: By 2020, integrate environmental protection and biodiversity conservation with the guidelines, regulations and compliance documents on land use planning, local developments planning, building and all infrastructure development projects

Target 1.2: By 2020, the independent functioning of EPA is ensured

Target 1.3: By 2023, a comprehensive legislation on chemicals management is enacted covering the entire lifecycle of chemicals

Target 1.4: By 2023, standards for fuel quality and vehicle and marine emissions are established

Target 1.5: By 2023, sustainable production standards are introduced for key industries (tourism, fisheries and construction)

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Strengthen the legal and regulatory framework for environmental management to ensure protection and conservation of the environment [P143]	Action 1.1a: Review and revise the Green Tax regulations to integrate polluter pay principles and extended polluter principles, as well as natural resource utilisation		●	●			MoF	MoEn, PO, MoT, AGO, EPA, NGOs
	Action 1.1b: Develop legal and regulatory framework to promote sustainable use of biological diversity resources		●	●			MoEn	EPA, AGO
	Action 1.1c: Develop legal and regulatory framework to facilitate market-based instruments for biodiversity conservation <i>[To be coordinated and implemented with Action 2.6b of Tourism and Action 1.1b of Fisheries & Marine Resources subsector matrix]</i>			●	●		MoFMRA	MoT, MoEn, EPA, AGO
	Action 1.1d: Review and revise the Environmental Protection and Conservation Act and related regulations to address the gaps in enforcement	●	●	●	●	●	MoEn	EPA, AGO
	Action 1.1e: Integrate environmental protection and biodiversity conservation with the guidelines, regulations and compliance documents on land use planning, local developments planning, building and all infrastructure development projects <i>[To be coordinated and implemented with Action 1.1k and Action 1.3d and 1.7b of Resilient Communities subsector matrix]</i>	●	●				MoNPI	MoEn, EPA, MoH, PO, AGO
	Action 1.1f: Identify gaps and amend regulations to address illegal trade in flora and fauna and their products <i>[To be coordinated and implemented with Action 2.5c of Economic Diversification Subsector matrix]</i>	●	●	●	●	●	MoEn	MPS, AGO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 1.1g: Introduce extended producer and/or extractor responsibility schemes for the damages caused to the biological resources and ecosystem [M54] <i>[To be coordinated and implemented with Strategy 1.2 of Economic Diversification Subsector matrix]</i>		●	●	●	●	MoEn	EPA, MoFMRA, MoT
	Action 1.1h: Introduce standards for safe ecological limits in production and consumption [M54] <i>[To be coordinated and implemented with Strategy 1.2 of Economic Diversification subsector matrix]</i>			●	●	●	MoEn	MoFMRA, MoH, MoT
	Action 1.1i: Develop regulatory framework for designating green areas in reclaimed land and islands, to improve quality of life, and as a climate change mitigation and adaptation measure [A19] <i>[To be coordinated and implemented with Action 1.3a of Resilient Communities subsector matrix]</i>	●					MoEn	EPA, AGO, MoNPI, Local Councils, MoT, MoTCA, RA
	Action 1.1j: Institute Environmental Protection Authority (EPA) as a statutory body through amendmets to the Environmental Protection and Conservation Act and review of their mandate [M22]	●	●				PO	EPA, MoEn, People's Majlis, AGO
	Action 1.1k: Review and revise the existing EIA regulation to ensure greater public participation in EIA evaluation and monitoring to ensure that all development projects employ sustainable development practices [A19]	●	●				MoEn	EPA, AGO
	Action 1.1l: Develop an overarching legislation on chemical management, paying specific attention to diversity and usage across their lifecycle, in order to ensure effective management and safe disposal <i>[To be coordinated and implemented with Action 2.1a of Waste as a Resource subsector matrix]</i>		●	●	●	●	MoEn	NDMA, MoFMRA, MoH, AGO, People's Majlis
	Action 1.1m: Review and revise existing laws and regulations on trade in endangered and protected species	●	●				MoEn	MoED, AGO, MoFMRA, MMRI, NGOs, EPA
	Action 1.1n: Review, revise and enforce the regulation on biosafety	●	●				MoEn	MoED, AGO
	Action 1.1o: Strengthen existing regulatory framework on the ownership, rights and access to and benefit sharing of genetic resources	●	●				MoEn	EPA, MMRI, AGO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 1.1p: Strengthen legal and regulatory framework on fisheries, aquaculture and mari-culture <i>[To be coordinated and implemented with Action 1.1b of Fisheries and Marine Resources subsector matrix]</i>	●	●				MoFMRA	MMRI, MoEn, AGO
	Action 1.1q: Formulate and enact a Pesticide Law <i>[To be coordinated and implemented with Action 3.1a of Agriculture subsector matrix]</i>		●	●			MoFMRA	MMRI, MoEn, AGO, EPA, NGOs, Industry
	Action 1.1r: Review and revise the existing legal, regulatory and policy frameworks concerning anthropogenic and climate change impacts on coral reefs and other vulnerable ecosystems		●	●			MoEn	EPA, AGO, MMRI, NGOs, MoFMRA
	Action 1.1s: Review and revise existing regulations and guidelines on protection of locally known threatened species [P140]	●	●	●			MoEn	EPA, AGO, MMRI, MoFMRA, NGOs
Strategy 1.2: Streamline institutional arrangements to ensure effective and coherent environmental management and government response to environmental protection and preservation	Action 1.2a: Review mandates of all government offices to identify areas where environmental protection and biodiversity conservation related interventions can be integrated	●	●	●	●	●	MoEn	PO, AGO, LGA, EPA
	Action 1.2b: Develop Conservation Offices at the National, Regional, and Sub-Regional Level in line with the National Spatial Plan		●	●	●	●	MoEn	MoNPI, Local Councils
Strategy 1.3: Enhance national policy framework on environmental protection and conservation <i>[To be coordinated and implemented with Action 1.1h of Waste as a Resource subsector matrix]</i>	Action 1.3a: Enforce controls on import, use and placement of carcinogenic chemicals within the local market [M71] , [MM1.2.5]				●	●	MoEn	MoH, MoED, MoFA, MoF, MCS
	Action 1.3b: Develop guidelines to conserve medicinal plants and animals that hold social, cultural, and economic value <i>[To be coordinated and implemented with Strategy 2.1 of Agriculture subsector matrix]</i>			●	●	●	MoEn	MoFMRA, MoH
	Action 1.3c: Introduce user-pay principle for using biodiversity resources and ecosystem services			●	●	●	MoEn	EPA, MoF, Local Councils, MoFMRA, MMRI, MoED

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.4: Establish standards for effective implementation of legal, regulatory and policy framework to facilitate environmental protection and sustainable practices	Action 1.4a: Establish an ISO standard environment laboratory		●	●	●		EPA	PO, MoF, MoEn, ISO
	Action 1.4b: Develop a Strategic Environment Assessment Framework covering areas such as reclamation and other development projects	●	●	●			EPA	MoEn, MoNPI, People's Majlis, PO, AGO
	Action 1.4c: Decentralise EIA monitoring and compliance through recruitment of EPA licensed environment officers in every atoll and city council <i>[To be coordinated and implemented with Action 2.3e of Decentralisation subsector matrix]</i>		●	●			EPA	MoEn, LGA, Local Councils
	Action 1.4d: Develop national standards on fuel quality, vehicle and vessel emissions <i>[To be coordinated and implemented with Action 3.1e of Transport subsector matrix]</i>		●	●			MoEn	MoED, EPA, MoTCA
	Action 1.4e: Review and revise EIA and planning to address loss of habitat in developmental activities	●	●	●	●	●	MoEn	EPA, Local Councils, MoNPI, MoT, MoFMRA, MoTCA, MoED

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies	
Strategy 1.5: Strengthen national human resource capacity on research, environmental governance, environmental management and monitoring to facilitate effective environmental protection and sustainable practices	Action 1.5a: Enhance technical capacity of EPA licensed environment officers employed by atoll and city councils <i>[To be coordinated and implemented with Action 2.3e of Decentralisation subsector matrix]</i>		●	●			EPA	LGA, Local Councils, PSTI	
	Action 1.5b: Introduce and provide short term trainings on environmental management, biodiversity conservation and environmental problem-solving targeting environment practitioners <i>[To be coordinated and implemented with Strategy 1.9 of Higher Education subsector matrix]</i>	●	●				MoHE	MNU, MoEn, Private Colleges, PSTI	
	Action 1.5c: Conduct training to improve national capacity for complex chemical analysis to inform policy and management regimes on protecting the natural environment from chemical usage				●	●	●	EPA	MFDA, MoEn, MoH, PSTI, MNDF, MoD
	Action 1.5d: Strengthen technical capacity of laboratories for complex chemical analysis, air and soil quality testing and related procedures to identify and analyse environmental impacts					●	●	EPA	MFDA, MoEn, MoH
	Action 1.5e: Conduct training programmes for NGOs, CSOs, Parliamentarians, island communities, teachers, and media on the value of biodiversity conservation. <i>[To be coordinated and implemented with Action 2.3b of Independent Institutions & Public Service Reform subsector matrix]</i>	●	●	●	●	●		MoEn	CSC, PSTI, EPA, MNU, MoE, MoHE, Media, MBC, MMC, People's Majlis
	Action 1.5f: Conduct capacity building programmes for Customs and Quarantine Officers on identification and verification of authorised trade in endangered species of wild fauna and flora	●	●	●	●	●		MoEn	MoFMRA, MCS, PSTI
	Action 1.5g: Train personnel on handling, maintaining and upgrading of data systems on biodiversity	●	●	●	●	●		MoEn	MLSA, NDC
Strategy 1.6: Ensure proper and timely compliance with international conventions and commitments	Action 1.6a: Phase down HFC by 2045 through the actions identified under the Montreal Protocol				●	●	MoEn	MCS, MoD	

Policy 2: Improve conservation efforts to preserve biodiversity of Maldives and ensure maximum ecosystem benefits**Targets:**

Target 2.1: By 2023, a comprehensive and functional protected areas system in the Maldives in accordance with the international standards is established

Target 2.2: By 2022, a comprehensive reef restoration and protection mechanism under the concept of "Jazeera Island Reef" is introduced and implemented

Target 2.3: By 2023, at least 10% of coral reef area, 20% of wetlands and mangroves and at least one sand bank and one uninhabited island from each atoll are under some form of protection and management

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Establish a comprehensive and functional protected areas system in the Maldives in accordance with the international standards [A19, P140]	Action 2.1a: Allocate a proportion of each atoll as protected areas, including at least one island, one reef and one wetland [A19]	●	●	●			MoEn	EPA, MoNPI, MoFMRA, MMRI, MoT, Local Councils
	Action 2.1b: Establish management regimes for protected areas based on the ecosystem to reap the socioeconomic benefits of preservation [A19]	●	●	●	●	●	MoEn	EPA, Local Councils, MoNPI
	Action 2.1c: Map significant underwater heritage sites and adopt and/or revive local names [To be coordinated and implemented with Action 1.6c of Arts, Culture & Heritage subsector matrix]	●	●				MoACH	DoH, DBA, Local Councils, Educational Institutions, MMRI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.2: Promote market-based and non-market based instruments for biodiversity conservation	Action 2.2a: Increase investment in nurseries to foster green spaces <i>[To be coordinated and implemented with Action 2.1a of Tourism subsector matrix]</i>		●	●			MoFMRA	MoT, MoEn, EPA, AGO, MoNPI
	Action 2.2b: Provide fiscal and non-fiscal incentives to resorts, councils, industrial islands, civil society, and communities undertaking programmes to restore ecosystems such as reefs, mangroves, and forests <i>[To be coordinated and implemented with Action 2.6c of Tourism and Action 5.4c of Economic Diversification subsector matrices]</i>		●	●	●		MoEn	EPA, MoT, AGO
	Action 2.2c: Create avenues to generate revenue from reefs and lagoons through conservation and restoration efforts [M56]	●	●				MoEn	EPA, MMRI, Local Councils, MoF
	Action 2.2d: Promote private sector initiatives through collaborative partnerships for biodiversity conservation <i>[To be coordinated and implemented with Strategy 3.1 of SME subsector matrix]</i>		●	●	●	●	MoEn	MoF, Local Councils, Private Sector, MoED, SDFC, MoCST
	Action 2.2e: Introduce subsidies for organic farming <i>[To be coordinated and implemented with Action 3.1d of Agriculture subsector matrix]</i>		●	●	●	●	MoFMRA	MoF, MoED
	Action 2.2f: Introduce certification systems for conservation friendly industrial establishments <i>[To be coordinated and implemented with Action 2.6c of Tourism subsector matrix]</i>		●	●	●	●	MoEn	MoNPI, MoED, MoFMRA, Local Councils
Strategy 2.3: Enhance the protected area network in the Maldives	Action 2.3a: Formulate comprehensive management plans for protected areas [P140] <i>[To be coordinated and implemented with Action 2.1c of Decentralisation subsector matrix]</i>	●	●	●	●	●	MoEn	EPA, Local Councils, NGOs
	Action 2.3b: Prepare management plans and regulations promoting eco-tourism for sustainable management of the protected areas [P140] <i>[To be coordinated and implemented with Action 2.6b of Tourism subsector matrix]</i>	●	●	●	●		MoEn	EPA, MoT
	Action 2.3c: Enforce a coastal vegetation belt in all islands [P136, P137] <i>[To be coordinated and implemented with Action 1.7f of Resilient Communities subsector matrix]</i>	●	●	●	●	●	MoEn	EPA, MoNPI, Local Councils

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies	
Strategy 2.4: Introduce a comprehensive reef restoration and protection mechanism under the concept of "Jazeera Island Reef" [M56]	Action 2.4a: Identify and address specific anthropogenic impacts on coral reefs and other vulnerable ecosystems		●	●			MMRI	EPA, MoFMRA, MoEn	
	Action 2.4b: Identify and address the impacts on coral reefs and other vulnerable ecosystems due to ocean acidification and elevated sea surface temperature <i>[To be coordinated and implemented with Strategy 2.1 of Fisheries & Marine Resources subsector matrix]</i>			●	●		MMRI	EPA	
	Action 2.4c: Introduce a mechanism for seasonal closures of areas vulnerable to stress and pressure	●	●				EPA	MMRI, MoEn	
	Action 2.4d: Integrate biosafety issues in coral reef restoration projects			●	●		MMRI	EPA, MoFMRA	
Strategy 2.5: Strengthen response mechanisms relating to chemical spills, fires and poisoning	Action 2.5a: Develop a baseline assessment on national use of chemicals and associated risks				●	●	MoEn	MNDF, NDMA, MoD, MFDA	
	Action 2.5b: Identify relevant stakeholders and establish a chemical regulatory and/or monitoring body <i>[To be coordinated and implemented with Action 1.4c of National Security & Public Safety subsector matrix]</i>	●	●	●	●	●	MoEn	MNDF, MoD, MPS, MoH, MoFMRA, Local Councils, NDMA	
	Action 2.5c: Establish reporting mechanisms and strengthen response protocol relating to chemical spills, fires and poisoning [M41, M111] <i>[To be coordinated and implemented with Action 1.4c of National Security & Public Safety subsector matrix]</i>				●	●	●	MoEn	MoD, MPS, MoH, MNDF, NDMA
Strategy 2.6: Maintain an acceptable level of ambient air quality in the Maldives through low emission development by shifting towards cleaner, efficient technologies, fuels and practices	Action 2.6a: Develop a Construction Air Quality Management Plan to manage and minimise impacts during construction projects <i>[To be coordinated and implemented with Action 1.1d and 1.1f of Resilient Communities subsector matrix]</i>				●	●	●	MoEn	MoNPI, MoH, EPA, MoHUD, Local Councils
Strategy 2.7: Strengthen mechanism for biodiversity conservation and protection	Action 2.7a: Introduce valuation of biodiversity resources and incorporate into the national accounts <i>[To be coordinated and implemented with Action 3.1e of Environmental Protection & Preservation subsector matrix]</i>					●	●	MoEn	MoF, EPA
	Action 2.7b: Establish an inventory of genetic resources in the Maldives and collaborate with regional and international seed and/ or gene banks for safeguarding local genetic diversity	●	●	●	●	●	MoEn	EPA, MMRI, MoFMRA, MNU	

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 2.7c: Assess and address the issue of invasive and alien species, and identify pathways of introduction and implement preventive mechanisms			●	●		MoEn	MoEn, MoFMRA
	Action 2.7d: Implement and enforce environment friendly and sustainable fishery <i>[To be coordinated and implemented with Strategy 5.3 of Fisheries & Marine Resources subsector matrix]</i>		●	●	●	●	MoFMRA	MMRI, MoEn
	Action 2.7e: Develop recovery plans and measures for all depleted species		●	●	●	●	MoFMRA	MMRI, MoEn
	Action 2.7f: Introduce a certification system for Good Agricultural Practices (GAP) for agriculture and animal husbandry [M71] <i>[To be coordinated and implemented with Strategy 1.4 of Agriculture subsector matrix]</i>		●	●	●		MoFMRA	MFDA, MoEn
	Action 2.7g: Facilitate in establishing local organic fertiliser producing facilities in line with national waste management policies <i>[To be coordinated and implemented with Action 3.1c of Agriculture and Strategy 1.1 of Waste as a Resource subsector matrices]</i>		●	●	●	●	MoFMRA	Local Councils, MoEn
	Action 2.7h: Develop and enforce management plans for threatened and endangered species [P140]			●	●	●	EPA	MMRI, MoFMRA
	Action 2.7i: Conduct programmes to increase rare medicinal plants and animals			●	●	●	MoEn	MNU, MoH
	Action 2.7j: Integrate biodiversity conservation and implementation of NBSAP as a major component of Green Fund and Baa Atoll Conservation Fund		●	●	●	●	MoEn	Local Councils, MoF
	Action 2.7k: Establish a traditional and complementary medicine centre [M150] <i>[To be coordinated and implemented with Action 3.7a of Health subsector matrix]</i>	●	●	●			MoH	MNU, MoHE
	Action 2.7l: Develop and conduct a nationwide coconut palm tree restoration programme to increase the productivity of coconut related products in a sustainable manner <i>[To be coordinated and implemented with Action 3.2a of Agriculture and Action 1.7e of Resilient Communities subsector matrices]</i>		●	●	●	●	MoEn	EPA, MoFMRA, MNU

Policy 3: Strengthen research capacity and evidence-based policy making in environmental protection and conservation**Targets:**

Target 3.1: By 2023, establish an evidence-based monitoring system to track the status of key ecosystems, species, and genetic diversity as well as protected areas and species found in the Maldives

Target 3.2: By 2023, maintain a database on research findings on biodiversity and ecosystems, and enable access to stakeholders

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Increase research on environmental protection and conservation to minimise pressures on ecosystems and biodiversity from anthropogenic and climate change related stresses <i>[To be coordinated and implemented with Action 1.3b of Resilient Communities and Policy 2 of Fisheries and Marine Resources subsector matrices]</i>	Action 3.1a: Develop Natural Resource Maps for all inhabited islands to inform local development planning <i>[To be coordinated and implemented with Policy 1 of Resilient Communities, Policy 1 of Decentralisation and Action 2.1a of Fisheries & Marine Resources subsector matrices]</i>	●	●	●	●	●	MoEn	EPA, MMRI, Local Councils, MoNPI
	Action 3.1b: Carry out research on the flora and fauna found in the seas, reefs, lagoons, and lands within the territory of Maldives		●	●			EPA	MMRI, MNU, MoFMRA
	Action 3.1c: Compile records on old trees, medicinal plants and coconut palms considered historically and socially significant		●	●			EPA	MoFMRA, MoACH, MNU
	Action 3.1d: Conduct research on megafauna and charismatic species	●	●				MMRI	EPA, MNU
	Action 3.1e: Calculate and identify the value of national biodiversity including species and ecosystem services	●	●	●	●	●	MoEn	MoF, PO

Policy 4: Develop mechanisms to ensure the sound management of chemicals

Targets:

Target 4.1: By 2023, quality control mechanism for labelling imported chemicals are in place and used across the country

Target 4.2: By 2023, a national inventory on imported carcinogenic chemicals has been established

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Strengthen governance framework for sound chemical management	Action 4.1a: Strengthen quality control of labelling in imported chemicals <i>[To be coordinated and implemented with Action 1.4c of National Security & Public Safety subsector matrix]</i>		●	●	●	●	MNDF	MCS, MoED, MoD, MoEn, MoFMRA
	Action 4.1b: Establish reporting requirements for chemical distributors, retailers and consumers for chemical storage warehouses <i>[To be coordinated and implemented with Action 1.4c of National Security & Public Safety subsector matrix]</i>				●	●	MNDF	MCS, MoED, MoD, MoEn
	Action 4.1c: Establish national inventory on imported carcinogenic chemicals <i>[To be coordinated and implemented with Action 1.4c of National Security & Public Safety & Action 2.3b of ICT subsector matrices]</i>			●	●	●	MNDF	MoH, MoFA, MoEn, MFDA, NDC, CTO

Policy 5: Strengthen information management and resource mobilisation**Targets:**

Target 5.1: By 2023, an up-to-date database on biodiversity and ecosystems of Maldives is institutionalised and is utilised for conservation, monitoring and enforcement

Target 5.2: By 2023, user pay principle is mainstreamed and integrated into policies and regulations concerning utilisation of biodiversity resources and ecosystem services

Target 5.3: By 2022, accurate and regular air pollution data are available to public on a real time basis

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Strengthen national data management of environmental protection and preservation	Action 5.1a: Compile and maintain a database on research findings within National Environmental Statistics and regularly publish findings <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>	●	●				EPA	NBS, MMRI, MNU, MoEn, CTO, NDC
	Action 5.1b: Establish and maintain a database on Living Modified Organisms and their impacts on the environment and human health <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>		●	●			MoEn	MoH, HPA, NDC, CTO
	Action 5.1c: Establish an inventory of sea grass beds, mangroves, wetlands and swamps		●	●	●		MoEn	MoFMRA, Local Councils
	Action 5.1d: Establish a baseline database on the threats and pressures on groundwater lenses and other important ecosystems for water, human health, wellbeing and livelihoods <i>[To be coordinated and implemented with Policy 2 of Resilient Communities, Action 2.3b of ICT and Action 5.1a of Water and Sanitation subsector matrices]</i>			●	●	●	MoEn	Local Councils, NDC, CTO
	Action 5.1e: Integrate and update data on the status, trends and threats to biodiversity and national ambient air quality into National GIS (NGIS) and publish the data through a web-based public platform <i>[To be coordinated and implemented with Action 2.2d of ICT subsector matrices]</i>				●	●	MoEn	MMRI, MoFMRA, MoT, NDC, CTO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.2: Establish natural capital accounting systems for monitoring and information dissemination	Action 5.2a: Establish natural capital accounting systems and a monitoring framework to track progress and effectiveness of conservation efforts and air quality monitoring	●	●				MoEn	EPA, MMRI, MNU, NBS
	Action 5.2b: Design and implement an air quality monitoring programme and infrastructure to cover Regional Urban Development Centres in line with the National Spatial Plan		●	●	●	●	MoEn	EPA, MoNPI
	Action 5.2c: Strengthen collection of air quality data in Greater Male' Region			●	●	●	MoEn	EPA

Policy 6: Strengthen information management and resource mobilisation**Targets:**

Target 6.1: By 2023, a website and/or portal to disseminate awareness materials on chemical safety to the public is operational

Target 6.2: By 2023, school curriculum to teach students and teachers the value of biodiversity, biosafety and sustainability revised

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 6.1: Increase awareness among policymakers, civil servants, NGOs and Councillors on use of chemical and impacts on human health and environment	Action 6.1a: Establish and maintain a website and/or portal to disseminate awareness materials on chemical safety to the public <i>[To be coordinated and implemented with Action 2.3b of ICT & Action 1.4c of National Security & Public Safety of subsector matrices]</i>		●	●	●	●	MoEn	NDC, CTO, MNDF, MoD, MoED, Local Councils, NDMA
	Action 6.1b: Establish channels for NGOs, CBOs and community participation in the decision making process in matters related to interventions that impact biodiversity [MM 3.1.2, M33]			●	●	●	MoEn	Local Councils, NGOs
	Action 6.1c: Conduct awareness programmes and specialised training for enforcement officials on environmental policing, focusing on national laws, regulations and international obligations of the Maldives in biodiversity conservation	●	●	●	●	●	MPS	MoEn, EPA, MoFMRA, Local Councils, PSTI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 6.2: Increase public awareness on the value of biodiversity, biosafety, and sustainability	Action 6.2a: Create awareness on occupational safety for those employed in the waste management sector <i>[To be coordinated and implemented with Strategy 4.4 of Health and Action 2.2d Labour, Employment & Migration subsector matrices]</i>	●	●				WAMCO	MoH, MoED, MoEn
	Action 6.2b: Conduct nationwide awareness programmes on biodiversity related themes for different target groups	●	●	●	●	●	MoEn	Media
	Action 6.2c: Revise existing school curriculum to include environmental conservation at all levels of primary and secondary education with a focus on developing biodiversity related teaching materials to distribute to schools and review the science and social studies or other relevant subjects and develop activity training material handbooks for teachers	●	●	●	●	●	MoE	EPA, MoFMRA, MoE, NIE, MNU, MoEn
	Action 6.2d: Conduct awareness programmes for the public and relevant organisations on biosafety	●	●	●	●	●	MoEn	NDMA, MoD, MoH
	Action 6.2e: Conduct awareness programme on the benefits of organic farming, and on the hazards of chemical fertilisers and pesticides in agriculture <i>[To be coordinated and implemented with 4.5b of Agriculture and Strategy 1.1 of Waste as a Resource subsector matrices]</i>	●	●	●	●	●	MoFMRA	Local Councils, MoEn
	Action 6.2f: Establish and maintain a Natural History Museum of local plants and animals <i>[To be coordinated and implemented with Strategy 1.3 of Arts, Culture & Heritage subsector matrix]</i>		●	●	●	●	MoEn	HDC, MoACH, DOH
	Action 6.2g: Establish a local botanical garden				●	●	MoEn	EPA, MoFMRA

4.4 CLEAN ENERGY

As an island state, Maldives does not have access to any conventional energy resource such as oil, coal or natural gas, making it extremely dependent on imported fossil fuels and vulnerable to price fluctuations.³ Energy demands of the country has grown exponentially over the past three to four decades resulting from the unprecedented economic growth in key sectors including tourism, fisheries, transport and construction, improvements in living standards, and increased demand for electricity generation to seek relief from rising temperatures.

The demand for energy generation is expected to grow annually by 8.5 per cent out of which the greatest demand originates from the Greater Male' Region. The Greater Male' Region accounts for approximately 56.9 per cent of the total electricity consumed in all inhabited islands.⁴

Reversing our dependence on imported fuel, and investing in renewable energy is a key priority of the Government to improve energy security of the country. Transitioning into a fully reformed electric sector with decreased dependency on imported fossil fuels would however require addressing financial, infrastructural, technical, regulatory and human resource barriers.

³ MEE (2016,) State of the Environment Report

⁴ Ibid

Policy 1: Ensure access to affordable and reliable supply of electricity to all citizens [M52]

Targets:

Target 1.1: By 2023, electricity subsidy implemented on a means tested basis

Target 1.2: By 2023, reduce distribution inefficiency by maintaining distribution loss within 7%

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Increase affordability of electricity to reduce economic burden on all citizens [M52, A19, P156]	Action 1.1a: Develop a mechanism to provide targeted subsidies on a means-test basis [M52]			●	●	●	MoEn	MEA, STELCO, FCL, Local Councils, MoF, STO, NSPA, PO, MWSC
	Action 1.1b: Reduce the electricity burden on small businesses, especially in islands through reduction of tariff and accessing solar energy sources [P159]	●	●				MEA	MoEn, STELCO, FCL, Local Councils, MoF, MoED, PO, MWSC
	Action 1.1c: Introduce "time of use tariff"			●	●	●	MEA	MoEn, STELCO, FCL, MoF, PO, MWSC

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.2: Develop electricity infrastructure on the islands to ensure uninterrupted and efficient supply of electricity [P154, P155]	Action 1.2a: Relocate powerhouses as per land use plans in islands where necessary [P153]	●	●	●			MoEn	MEA, STELCO, FCL, MLSA, Local Councils, MoNPI, MWSC
	Action 1.2b: Assess and upgrade electricity network, power generation systems and or build new infrastructure for powerhouses	●	●	●			MoEn	STELCO, FCL, MEA, Local Councils, MWSC
	Action 1.2c: Upgrade electricity power grids in the islands to reduce leakage	●	●	●	●	●	MoEn	MEA, MoF, STELCO, FCL, Local Councils, MWSC
	Action 1.2d: Conduct energy efficiency audits of all powerhouses in all islands and take measures to reduce wastage of energy	●	●	●	●	●	MoEn	MEA, MoF, STELCO, FCL, MWSC
	Action 1.2e: Set a target for utilities to maintain distribution loss	●	●	●	●	●	MoEn	MEA, MoF, STELCO, FCL, MWSC
	Action 1.2f: Install smart energy meters at all households	●	●	●	●	●	MoEn	MEA, MoF, STELCO, FCL, MWSC
	Action 1.2g: Establish smart mini grids in selected clusters of islands		●	●	●	●	MoEn	MEA, MoF, STELCO, FCL, MWSC

Policy 2: Expand and develop the renewable energy sector [M52, P157]

Targets:

Target 2.1: By 2023, share of renewable energy in the national energy mix increased by 20% compared to 2018 levels

Target 2.2: By 2023, at least 10MW of solar PV is installed under net metering regulation

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Create an enabling environment to upscale renewable energy investments	Action 2.1a: Facilitate utilities to make payments in US dollars to foreign investors investing in renewable energy in the Maldives under Power Purchasing Agreement (PPA) [A19]		●				MoEn	MoED, MoF, MMA
	Action 2.1b: Introduce incentives for tourism sector to develop renewable energy portfolio		●	●	●	●	MoT	MATI, Resorts, MoEn
	Action 2.1c: Facilitate financial institutions to provide loans with low interest rates for renewable energy investments [A19]		●				MoEn	SDFC, BML, SBI, MIB, MCB, MMA
	Action 2.1d: Develop a standard to set the maximum purchasing price of renewable energy under Power Purchasing Agreement (PPA)		●				MoEn	MEA, STELCO, FCL, STO, PO
Strategy 2.2: Create an enabling environment for domestic users to adopt renewable energy	Action 2.2a: Scale up renewable energy sources for power production at island level and to increase opportunities for households to invest in renewable energy power sources at household level		●	●	●		MoEn	MEA, STELCO, FCL, Private Companies, Financial institutions
	Action 2.2b: Conduct net metering programme [A19]	●	●	●	●	●	MoEn	MEA, STELCO, FCL, Private Companies
	Action 2.2c: Conduct awareness programmes to promote renewable energy technologies and its advantages	●	●	●	●	●	MoEn	Media, Public, NGOs
	Action 2.2d: Disseminate information to the public on the existing mechanism for private entities and/or households to supply excess renewable energy to the electricity network through net meters	●	●	●	●	●	MoEn	Media, Public, NGOs
	Action 2.2e: Coordinate with Business Center Corporation Limited (BCC), and MoED to support SMEs to migrate to clean technology <i>[To be coordinated and implemented with Action 3.1c of SME subsector matrix]</i>	●	●	●	●	●	MoEn	MoED, BCC, RE solution providers, MEA, STELCO, FCL

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.3: Develop a mechanism to create ease in supplying renewable energy to the electricity network [A19]	Action 2.3a: Assess the maximum renewable energy capacity which can be fed into the electricity networks of the islands [A19]	●	●	●	●	●	MoEn	MEA, STELCO, FCL
	Action 2.3b: Revise the existing mechanism for private entities/households to supply excess renewable energy to the electricity network through net meters [A19]	●	●	●	●	●	MoEn	MEA, STELCO, FCL
	Action 2.3c: Establish a mechanism for the utilities to purchase excess renewable energy from private entities and/or households [A19]		●	●	●	●	MEA	MoEn, STELCO, FCL
Strategy 2.4: Enable the transportation industry to adopt vehicles that use renewable energy	Action 2.4a: Conduct a study to identify the fuel usage in transport sector <i>[To be coordinated and implemented with Action 3.2b of Transport subsector matrix]</i>		●				MoEn	MoTCA, MTA, MCAA, Local Councils, EPA
	Action 2.4b: Provide recommendations to the relevant authorities on setting fuel emission standards for vessels, vehicles and aircrafts <i>[To be coordinated and implemented with Action 3.2b of Transport subsector matrix]</i>		●	●			MoEn	MoTCA, MTA, Local Councils, EPA, MCAA
	Action 2.4c: Support MoTCA to introduce solar powered and or battery-operated taxis and buses and charging stations for public transport network <i>[To be coordinated and implemented with Action 3.2d of Transport subsector matrix]</i>		●	●			MoEn	MoTCA, MTA, EPA, MEA, MCAA

Policy 3: Increase national energy security through diversification of sources for energy production and expansion of energy storage

Targets:

Target 3.1: By 2023, reduce fuel usage for electricity generation by 40 million liters

Target 3.2: By 2023, renewable energy storage capacity is increased to 30MWh

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Diversify energy sources for electricity production while reducing the reliance on imported fossil fuels [M52]	Action 3.1a: Conduct research on different renewable energy sources		●	●	●	●	MoEn	STELCO, FCL, Financial Institutions
	Action 3.1b: Scale up feasible pilot projects on new renewable energy technologies <i>[To be coordinated and implemented with Action 2.1b and Action 2.1d of Water and Sanitation subsector matrix]</i>		●	●	●	●	MoEn	STELCO, FCL, Financial Institutions
	Action 3.1c: Set a mandatory annual renewable energy production target for utility companies		●	●	●	●	MoEn	STELCO, FCL, MWSC
	Action 3.1d: Revise and implement policies and regulations to mandate utility providers to meet a set target for renewable energy production and provision [A19]	●	●				MEA	STELCO, FCL, MoEn
Strategy 3.2: Establish a safe and adequate energy and fuel storage systems	Action 3.2a: Increase energy storage by introducing battery energy systems in power systems of selected islands		●				MoEn	MEA, STELCO, FCL, MWSC
	Action 3.2b: Increase fuel storage capacity in all islands to cater for a minimum of 88 days [A19]		●				MoEn	STO, Local Councils, STELCO, FCL, MWSC

Policy 4: Strengthen the institutional and regulatory framework of the energy sector**Targets:**

Target 4.1: By 2021, Utility Regulatory Authority (URA) for integrated utility services is functional

Target 4.2: By 2023, new public infrastructure projects shall have provision to install renewable energy

Target 4.3: By 2023, energy data is up to date and reliable and utilised for policy making

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Provide electricity through an integrated utility service provision model and decentralise the utilities to ensure cost-effectiveness [To be coordinated and implemented with Strategy 2.1 of Decentralisation and Strategy 2.1 of Water and Sanitation subsector matrix]	Action 4.1a: Provide technical advice to the government on integrating utility services	●	●				MoEn	PO, PCB, MEA, STELCO, FCL, MWSC
	Action 4.1b: Develop an organisational structure and a human resource development plan for the integrated utility service providers		●				PO	MoEn, STELCO, FCL, MWSC
	Action 4.1c: Establish Utility Regulatory Authority (URA) for integrated utility services [A19]		●				PO	MoEn, STELCO, FCL, MWSC, MoF, PO
	Action 4.1d: Conduct annual regulatory, financial and technical audit of utility operations and report to regulatory authority	●	●	●	●	●	MoEn	MEA, STELCO, FCL, PCB, AGO, PO
	Action 4.1e: Decentralise utility provision at local level in line with decentralisation policy to ensure cost-effectiveness		●	●	●	●	MoEn	LGA, Local Councils, MoNPI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.2: Develop legal and regulatory framework to promote renewable energy production and usage	Action 4.2a: Develop and implement low emission-carbon resilient policy regulation for new resort development projects and for existing resorts to switch to renewable energy sources within a given timeframe		●				MoT	MoEn, MATI, Resorts
	Action 4.2b: Develop regulations to ensure infrastructures developed under Public Sector Investment Projects (PSIP) are energy efficient and can be utilised for production of renewable energy [A19]		●				MoNPI	MoEn, MoF
	Action 4.2c: Develop a regulation for efficient utilisation of roof-spaces, public spaces (land), lagoons, etc. for solar PV (and other RE projects)		●				MoEn	MoNPI, MLSA, Local Councils
	Action 4.2d: Enact the Energy Law	●	●				MoEn	MEA, Local Councils, STELCO, FCL, AGO, PO, People's Majlis
	Action 4.2e: Develop and update regulations, codes and standards for all energy sector products and services	●					MoEn	MEA, STELCO, FCL, Local Councils, AGO, PO
Strategy 4.3: Develop institutional and human resource capacity of the energy sector	Action 4.3a: Strengthen institutional and human resource capacity through trainings conducted for employees of the proposed Utility Regulatory Authority (URA) and utility companies to increase regulatory enforcement capacity and clean energy provision and technology adoption [A19]	●	●	●	●	●	MoEn	STELCO, FCL, MoF, MoCST, MoHE, MoED, PSTI
	Action 4.3b: Conduct training programmes for energy sector stakeholders to design, update and ensure energy efficiency through the implementation of renewable energy programmemes	●	●	●	●	●	MoEn	MEA, URA, STELCO, MWSC, FCL, NGOs
	Action 4.3c: Coordinate with TVETA and MoHE to tailor short term programmes to equip youth with necessary skills to participate in clean energy related employment [To be coordinated and implemented with Action 1.9b of Higher Education subsector matrix]		●	●	●	●	MoEn	MoHE, TVETA, MoYSCE

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.4: Develop a mechanism for reliable energy data collection and access	Action 4.4a: Monitor the statistics on the production and usage of energy in the Maldives and disseminate information to relevant stakeholders	●					MEA	MoEn, STELCO, FCL, MoT, Resorts, MATI, MoTCA, MCS, NBS, Local Councils
	Action 4.4b: Install and maintain fuel flow meters to collect accurate fuel consumption data		●				MoEn	Local Councils, STELCO, URA, FCL, MWSC
	Action 4.4c: Establish central data acquisition system (power system operational data, generated electricity, fuel consumption, generator parameters, lubricating oil consumption, battery charging discharging condition, renewable energy generation, usage) <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>		●	●	●	●	MoEn	MEA, STELCO, FCL, NDC, NBS, URA, MWSC

Policy 5: Promote energy conservation and efficiency

Targets:

Target 5.1: By 2023, green labelling is implemented for energy sector

Target 5.2: By 2022, provisions for green procurement in the Public Finance Act is implemented

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Increase demand side energy efficiency and conservation	Action 5.1a: Establish minimum energy performance standards for appliances	●	●				MoEn	MEA, MCS, MoED
	Action 5.1b: Develop framework to implement Standards and Label (S&L) programme	●					MoEn	MEA, MCS, MoED
	Action 5.1c: Initiate an energy labelling scheme implementation (grading scheme) for energy efficient appliances	●	●	●			MEA	MoEn, MCS, MoED, NDC
	Action 5.1d: Provide market incentives to appliances which achieves highest grade in the energy labelling scheme	●	●	●	●	●	MoEn	MEA, MCS, MoED, NDC
	Action 5.1e: Review and revise the Public Finance Act to incorporate use of life cycle costing to promote procurement of energy efficient appliances in public buildings		●				MoF	MEA, MCS, MoED, MoEn,
	Action 5.1f: Conduct public awareness on a regular basis regarding energy efficiency and conservation	●	●	●	●	●	MoEn	MEA, STELCO, FCL, URA, Local Council, LGA, MWSC

4.5 WASTE AS A RESOURCE

Waste management is recognised as the most visible and pressing environmental issue at present, owing to population growth, economic expansion and diversification, increase in number of tourists, changes in lifestyles and consumption patterns of locals, and diseconomies of scales associated with providing efficient waste management solutions for sparsely populated remote islands.

Maldives generates an estimated 860 MT of solid waste per day.⁵ The amount of waste generated in the Greater Male' Region increased by 155 per cent over the last decade, while in the atolls, there was an increase of 57.6 per cent over the same time period.⁶ Organic waste makes up the largest waste stream in both Male' and the atolls, followed closely by paper and plastic waste. Most of the inhabited islands have Island Waste Management Centres (IWMCs), which mainly serves as a collection point of waste generated on these islands. These facilities lack the basic equipment, machinery, labour, and technical know-how required for effective waste management. Non-biodegradable waste including plastic, metal, wood, and electronic waste are accumulated in the islands without any avenues for treatment or transportation to a landfill or recycling facility. Open burning is still widely practiced in most islands and there are no mechanisms in place to address hazardous, liquid, and electronic waste.

In the Greater Male' Region, household waste collected is done through the Waste Management Corporation (WAMCO), a State-Owned Company established in 2009. Waste generated in the central region is transported to Thilafushi, an artificial island developed for industrial and waste management purposes.

The government's strategy to deal with waste management in the country centres on recognising waste as a valuable resource through integrating international waste management practices in a cradle-to-grave approach, establishing extended producer responsibilities, and polluter pay principles while reducing pollution through a complete ban on the use and sale of single use plastic by 2023.

⁵ MEE (2016), State of the Environment Report

⁶ Ibid

Policy 1: Promote waste as a valuable resource for income generation [M40]

Targets:

Target 1.1: By 2023, at least 30% of Island Waste Management Centers (IWMCs) utilise solar energy for operation

Target 1.2: By 2023, open burning of waste is minimised by 50% in all inhabited islands

Target 1.3: By 2023, three Regional Waste Management and Treatment Facilities (RWMFs) is developed across the Maldives in line with the National Spatial Plan

Target 1.4: By 2023, a National Recycling Strategy is developed and implemented for plastics, metals, glass and other recyclables

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Review and revise the current legislative, regulatory and institutional framework on waste management	Action 1.1a: Review and enact Waste Management Law	●	●	●			MoEn	EPA, MoH, HPA, AGO, People's Majlis
	Action 1.1b: Review the existing protocol on approving new infrastructure projects related to waste management in light of the amendments brought to the waste management governance framework	●	●				EPA	MoEn, LGA, MoH, MLSA, MoNPI
	Action 1.1c: Review mandates of local councils on waste management <i>[To be coordinated and implemented with Action 2.1b of Decentralisation subsector matrix]</i>	●	●				MoEn	LGA, Local Councils
	Action 1.1d: Develop the regulatory framework for Public Private Partnership in waste management services	●	●				MoEn	Private Sector, MoED, MoF
	Action 1.1e: Develop regulations and guidelines for use, handling, and disposal of all types of chemical and hazardous waste <i>[To be coordinated and implemented with Action 1.4c of National Security & Public Safety and Action 1.1f of Environmental Protection & Preservation subsector matrix]</i>	●	●				MoEn	EPA, HPA, MNDF, MPS
	Action 1.1f: Develop legal and regulatory framework to reduce import, use, and manufacture of single-use plastics [M54]	●	●				MoEn	EPA, MoED, PARLEY, AGO, People's Majlis, NGOs
	Action 1.1g: Develop a national policy framework on pollution prevention <i>[To be coordinated and implemented with Strategy 1.3 of Environmental Protection & Preservation and Action 1.1f of Transport subsector matrices]</i>	●	●				MoEn	EPA, MoTCA, MTA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 1.1h: Develop a framework for extended producer responsibility or other product stewardship programmes	●	●				MoEn	EPA, MoED, PARLEY, NGOs
	Action 1.1i: Develop and implement a National Recycling Strategy	●	●				MoEn	EPA, WAMCO, PARLEY, NGOs, Business Associations
	Action 1.1j: Enforce regulation on Anti Littering through stricter fines, policing and strengthened reporting mechanisms	●	●	●	●	●	MoEn	MPS, AGO
	Action 1.1k: Develop and implement an SOP for waste segregation at the household level in all administrative islands	●	●	●	●	●	MoEn	EPA, MoED, PARLEY, WAMCO NGOs, Local Councils
Strategy 1.2: Strengthen the role of EPA in regulatory framework formulation, implementation and monitoring of waste management practices	Action 1.2a: Establish an inspectorate at EPA for monitoring and inspection of waste management activities	●	●				EPA	MoEn, MoF, CSC
Strategy 1.3: Establish a mechanism for waste collection, storage and management at the island level [P139]	Action 1.3a: Revise the current waste management model employed in the inhabited islands, as per the recommendations of existing technical studies to ensure sustainability [M40]	●	●				MoEn	EPA, LGA, Local Councils, WAMCO
	Action 1.3b: Develop a framework to conduct waste audit at island level	●	●	●	●	●	EPA	MoEn, WAMCO, Local Councils
	Action 1.3c: Establish Regional Waste Management Centres in RUCs and SRUCs, and Island Waste Management Centres in all remaining areas in line with National Spatial Plan	●	●	●	●	●	MoNPI	EPA, MoEn, Local Councils, WAMCO
	Action 1.3d: Revise the current design guideline for island based management centres (IWMCs) based on the characteristics, waste audits, and socio-economic needs of the host island integrating solar power generation systems	●	●				MoEn	MEA, WAMCO, MoNPI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 1.3e: Establish a feasible fee structures and fee collection methods at island level <i>[To be coordinated and implemented with Action 1.2c of Decentralisation subsector matrix]</i>	●	●				MoEn	EPA, Local Councils, Integrated Utility Service Provider, LGA, MoF, WAMCO
	Action 1.3f: Provide guidance for Island Councils to integrate waste collection as part of the Integrated Utility Service provision of the Government		●	●			MoEn	Integrated Utility Service Provider, Local Councils, WAMCO
	Action 1.3g: Provide technical support to formulate Island Waste Management Plans and determine appropriate waste management tools and machinery	●	●	●	●	●	MoEn	LGA, EPA, Local Councils, MEA, WAMCO
	Action 1.3h: Strengthen the capacity of electricity grids in inhabited islands to accommodate additional demand created by waste management equipment, tools and machinery at the Island Waste Management Centres		●	●	●	●	MoEn	MEA, STELCO, FCL, WAMCO, Local Councils
	Action 1.3i: Implement a mechanism to extract non-biodegradable waste generated in inhabited islands and ensure safe transportation to Thilafushi annually until the Regional Waste Management and Treatment Facilities are operational		●	●	●	●	MoEn	EPA, WAMCO, MoTCA
	Action 1.3j: Coordinate with the relevant authorities to regulate design and safety features on marine vessels transporting waste <i>[To be coordinated and implemented with Action 1.2g of Transport subsector matrix]</i>	●	●				MoEn	MoTCA, EPA, WAMCO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.4: Strengthen waste collection and management in Greater Male' Region	Action 1.4a: Roll out household waste segregation scheme		●				WAMCO	EPA, MoEn, Local Councils, WAMCO
	Action 1.4b: Equip waste collectors with required equipment and resources to collect and transport different waste streams for treatment		●	●			WAMCO	MoEn, Local Councils, WAMCO
	Action 1.4c: Identify ways to expand plastic interception in the Greater Male' Region		●	●			WAMCO	MoEn, Local Councils, PARLEY, WAMCO
Strategy 1.5: Strengthen waste management through evidence based policies	Action 1.5a: Conduct comprehensive waste audits across all islands to identify volume of different waste streams and to formulate reduction targets	●	●	●			MoEn	EPA, Local Councils
	Action 1.5b: Develop a national database and establish methods for information collection, collation, access and dissemination to ensure its comprehensiveness and public availability <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>	●	●				MoEn	EPA, HPA, Resorts, Industries, Private Sector, Waste Service Providers, NBS, NDC
Strategy 1.6: Establish Regional Waste Management and Treatment Facilities (RWMT Facilities)	Action 1.6a: Develop and operationalise RWMT Facilities with a key focus on recovery and recycling, in line with the National Spatial Plan [M54]		●	●	●	●	MoEn	MoNPI, MoF, Local Councils, WAMCO
	Action 1.6b: Develop intermediary treatment facilities and/or transfer stations where a full-scale RWMT Facility is not financially and technologically feasible		●	●	●		MoEn	MoNPI, MoF, Local Councils, WAMCO
	Action 1.6c: Develop Best Practical Environmental Options (BPEO) methodology for selecting technologies through Best Available Techniques Not Entailing Excessive Cost (BATNEEC)		●	●			MoEn	EPA, WAMCO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.7: Expand and Implement waste-to-energy and expand waste-to-wealth initiatives in local communities [M40, P135, P141]	Action 1.7a: Conduct research to identify technologies for converting waste to wealth that is cost effective and appropriate for the Maldivian context	●	●				MoEn	EPA, International Development Organisations , WAMCO
	Action 1.7b: Assess potential mechanisms to produce refuse derived fuels and study market opportunities to sell them for co-combustion	●	●	●	●	●	MoEn	EPA, WAMCO
Strategy 1.8: Increase employment and entrepreneurship potential in the waste management sector through support mechanisms for SME start-ups and existing businesses to encourage innovative solutions for waste reduction, reuse, recovery, and management	Action 1.8a: Identify skills needed to manage waste and to promote waste as a resource and design short term training programmes to develop skilled personnel <i>[To be coordinated and implemented with Strategy 1.8 of Higher Education subsector matrix]</i>	●	●	●	●	●	MoEn	EPA, WAMCO, MNU, TVETA, MoHE
	Action 1.8b: Identify the services required in the waste management system that can become a potential Private Sector Participation (PSP) business opportunities and disseminate information through the BCs to potential entrepreneurs			●				MoEn

Policy 2: Improve chemical and hazardous waste management practices to ensure protection of people and the environment**Targets:**

Target 2.1: By 2021, guidelines on the handling, storage, and transport of non-medical waste and chemicals is enforced in inhabited islands

Target 2.2: By 2023, a legislative framework on the sound management and safe disposal of chemicals is enforced

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Strengthen mechanisms for regulating and monitoring the safe disposal of chemical and hazardous waste	Action 2.1a: Formulate and implement guidelines for the handling, storage and transport of non-medical hazardous waste and chemicals generated in the inhabited islands until they reach RWMT Facilities		●	●			MoEn	EPA, Local Councils, HPA, MNDF, WAMCO
	Action 2.1b: Formulate and implement guidelines for the reuse and recycling of construction and demolition waste		●	●	●	●	MoEn	MoNPI, EPA, MACI, Local Councils, WAMCO
	Action 2.1c: Formulate and implement guidelines for the appropriate disposal of electronic waste including waste generated from the energy sector		●	●			MoEn	EPA, WAMCO, STELCO, MWSC, FCL, CTO

Policy 3: Reduce plastics pollution by phasing out single use plastics

Targets:

Target 3.1: By 2023, phase out of importation, production and use of single use plastics in the country is enforced

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Formulate a policy and implementation framework on the phase out of single use plastics	Action 3.1a: Formulate a comprehensive policy and implementation framework on the ban of single use plastics with short, medium, and long-term goals	●					MoEn	EPA, WAMCO, NGOs, Industry, PO
	Action 3.1b: Prohibit the importation, production and use of single use plastic bags in the country		●	●	●	●	MoED	EPA, MoEn, MCS
	Action 3.1c: Revamp current labelling of biodegradable plastic bags and packaging materials	●	●				MoEn	EPA, MoED, STO
	Action 3.1d: Implement Extended Producer Responsibility (EPR) for identified categories of single use plastic		●	●			MoEn	EPA, MoED, Industry, STO
	Action 3.1e: Implement polluter pays principle to its fullest possible extent	●	●	●	●	●	MoEn	EPA, NGOs
	Action 3.1f: Conduct a public awareness campaign to increase public confidence and usage in piped water <i>[To be coordinated and implemented with Action 4.1c of Water & Sanitation subsector matrix]</i>	●	●				MoEn	FCL, MWSC
	Action 3.1g: Phase out single use plastic bottles and introduce water coolers provide access to safe drinking water in public spaces	●	●	●	●	●	MoEn	Private Sector, MWSC, FCL

Policy 4: Instill environmental values in the society and promote environmentally friendly lifestyle**Targets:**

Target 4.1: By 2023, at least 65% of students recognise the importance of reduce, reuse and recycle waste

Target 4.2: By 2022, a system exists for consumers to refurbish and donate or sell the end of life products

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Develop and conduct a nation-wide awareness programme that engages and informs the government institutions, businesses, and the general public on proper waste management practices	Action 4.1a: Conduct programmes targeted at students to encourage good waste management practices		●	●	●	●	MoEn	MoE, Parley, MoHE
	Action 4.1b: Conduct targeted awareness programmes to consumers and industries to encourage sound waste management practices and promote civic responsibility	●	●	●	●	●	MoEn	MoED, Business Associations
	Action 4.1c: Encourage sound waste management practices and assist individuals, householders, industries, resorts, offices and other enterprises to understand their responsibilities and roles in the waste management system	●	●	●	●	●	MoEn	LGA, MoTCA, MoH, HPA, EPA
	Action 4.1d: Conduct regular training on safe waste management and handling practices and equip workers in Thilafushi and RWMT Facilities with adequate occupational safety equipment		●	●	●	●	MoEn	WAMCO
	Action 4.1e: Develop awareness material on waste segregation for households and schools		●	●			MoEn	MoE, NGOs
	Action 4.1f: Develop a teacher handbook and resource kit on good waste management practices		●	●			MoEn	MoE, Local Councils, NGOs
Strategy 4.2: Initiate programmes to incentivise the public to adopt an environmental-friendly lifestyle	Action 4.2a: Establish a mechanism to refurbish and donate or sell the end of life products		●	●	●	●	MoEn	MoED, Business Associations
	Action 4.2b: Encourage use of reusable diapers		●	●	●	●	MoEn	MoH, Local Councils, STO
	Action 4.2c: Incentivise plastic free packaging on locally made food and other products		●	●	●	●	MoEn	MFDA, MoED, EPA

4.6 WATER & SANITATION

Freshwater in the Maldives is limited to rain fed aquifers formed naturally at an average depth of 1 to 1.5 meters below the surface, rainwater and brackish water found in a small number of larger islands.⁷

Deterioration of groundwater quality is mainly owed to increase in population, mechanisation of water extraction methods, saltwater intrusion, and contamination from untreated waste disposal and seepage from septic tanks. Climate change induced sea level rise is expected to decrease the yield of safe groundwater at least by 3 per cent between 2012 and 2030.

A prolonged dry period imposes potential water security threats to the islands. Approximately 76 per cent of the total households in Male' use bottled water as their drinking water source while 10 per cent of the households in the outer atolls has the same preference.⁸

Modern sewerage technologies were first introduced to the Maldives between the 1970s and 1980s, following outbreaks of cholera and diarrhoea across the country, associated with consumption of contaminated groundwater containing human waste. At present, 57 per cent of the population has access to sewerage networks, but these systems are at the infancy stage and raw untreated sewage is disposed into the ocean via marine outfalls.⁹

⁷ MEE (2016), State of the Environment Report

⁸ MOH (2019), Maldives Demographic and Health Survey.

⁹ MEE (2016), State of the Environment Report

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.2: Provide Water and Sewerage services through an integrated utility service provision model and decentralise the utilities to ensure cost-effectiveness [A19] <i>[To be coordinated and implemented with Strategy 2.1 of Decentralisation and Strategy 4.1 of Clean Energy subsector matrix]</i>	Action 1.2a: Conduct annual regulatory, financial and technical audit of utility operations and report to regulatory authority.	●	●	●	●	●	MoEn	MEA, MoEn, PCB, AGO
	Action 1.2b: Develop and enforce a tariff model for water and sewerage services [A19]	●	●				MoEn	FCL, MWSC, STELCO
	Action 1.2c: Develop operator licensing mechanism for island operation & maintenance of water and sewer systems at utilities	●	●	●	●	●	MoEn	FCL, MWSC, STELCO, MoED, MoF, MoNPI, MoHE, TVETA
Strategy 1.3: Improve research and evidence on water and sewerage sector to support policy making	Action 1.3a: Integrate and update data on the water and sewerage, and publish the data through a web-based public platform <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>	●	●	●	●	●	MoEn	MoNPI, MoHE, MoH, FCL, MWSC, STELCO, EPA, URA, MEA, NDC, CTO
	Action 1.3b: Develop and Implement an E-Library for dissemination of publications and studies done on water and sewerage in Maldives in collaboration with NDC		●	●	●	●	MoEn	NA, EPA, MoF, Local Councils, NDC, MNU

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.4: Strengthen operation, maintenance and management of water supply and sewerage systems through compliance monitoring and safety planning	Action 1.4a: Develop and implement water and sanitation safety plans for all inhabited islands <i>[To be coordinated and implemented with Action 2.2b of Resilient Communities subsector matrix]</i>		●	●	●	●	MoEn	MoNPI, MoF, FCL, MWSC, STELCO, Local Councils
	Action 1.4b: Develop and implement national water resource management plan		●	●	●	●	MoEn	FCL, MWSC, STELCO, MoF, Local Councils, MoNPI
	Action 1.4c: Develop operational and service quality standards for water supply and sewerage services		●	●			MoEn	FCL, MWSC, STELCO, MoF, Local Councils, EPA, MEA, URA
	Action 1.4d: Develop and implement island level water supply and sewerage system operation, maintenance and monitoring mechanism [A19]		●	●			MoEn	FCL, MWSC, STELCO, EPA, MoNPI, MoF, Local Councils, LGA, URA
	Action 1.4e: Establish and operate regional water quality testing laboratories in RUCs in line with National Spatial Plan [NDP2019]	●	●	●	●	●	MoEn	MoNPI, MoF, URA

Policy 2: Adopt cost-effective and environment-friendly, water and sewerage infrastructure

Target:

Target 2.1: By 2023, all inhabited islands will have access to safe water supply and sewerage facilities

Target 2.2: By 2023, 30% of energy consumption for water and sewerage facilities across the Maldives will be met with renewable energy

Target 2.3: By 2020, a standard mechanism to foster private sector investment in the water and sanitation sector will be in effect

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Ensure climate resilient and cost-effective water supply and sewerage systems <i>[To be coordinated and implemented with Strategy 4.1 of Clean Energy subsector matrix]</i>	Action 2.1a: Design and implement water supply and sewerage infrastructure in all inhabited islands <i>[M53, A19]</i>	●	●	●	●	●	MoNPI	MoEn, MoF, Local Councils, EPA, MEA, FCL, MWSC, STELCO, URA
	Action 2.1b: Scale up renewable energy and hybrid systems to operate existing water and sewerage facilities <i>[To be coordinated and implemented with Action 3.1b of Clean Energy subsector matrix]</i>		●	●	●	●	MoEn	Local Councils, EPA, MEA, FCL, MWSC, STELCO, URA
	Action 2.1c: Review and revise existing water supply and sewerage system design specifications based on research	●	●				MoEn	FCL, MWSC, STELCO, EPA, MoNPI, MEA, Universities, Colleges, NGO, Consultancy Firms, URA
	Action 2.1d: Scale up renewable energy application in rainwater harvesting and groundwater aquifer recharge in all water supply systems <i>[To be coordinated and implemented with Action 3.1b of Clean Energy subsector matrix]</i>		●	●			MoEn	MoNPI, FCL, MWSC, STELCO, EPA, URA
	Action 2.1e: Evaluate existing sewerage treatment plants and introduce environmentally friendly sewerage treatment options of low operational, maintenance and management cost		●	●			MoEn	FCL, MWSC, STELCO, Local Councils, EPA, MoNPI, MoF, URA
	Action 2.1f: Develop a framework for managing sludge at sewage treatment facilities		●	●			MoEn	FCL, MWSC, STELCO, EPA, MoNPI, Local Councils

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.2: Promote and commercialise low cost water production and efficiency in water use	Action 2.1g: Develop and introduce incentive mechanism to adopt climate resilient and environment friendly technologies to water and sewerage sector <i>[To be coordinated and implemented with Action 1.4a of Resilient Communities subsector matrix]</i>		●	●	●	●	MoEn	MoF, MoED, MoNPI, URA
	Action 2.2a: Develop and introduce a private sector investment framework for development of water and sewerage facilities [NWSP S4.3]		●	●	●	●	MoEn	MoF, MoED, MoNPI, URA
	Action 2.2b: Develop mechanisms to verify and provide an efficiency rating schemes for water saving devices and appliances		●	●	●	●	MoEn	EPA, MEA, FCL, MWSC, STELCO, PCB, MoF, MoED, Business associations, URA

Policy 3: Build sector capacity in water resources, water supply and sewerage services

Target:

Target 3.1: By 2023, at least 60% of technical staff in utility service providers are licensed

Target 3.2: By 2023, at least 40 engineers will be trained in water and sanitation related field

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Build human resource capacity required for water and sewerage system operations, maintenance and management [A19]	Action 3.1a: Undertake a capacity needs assessment of the water and sanitation sector	●	●	●			MoEn	MoHE, MoNPI, MoE, MoH, FCL, MWSC, STELCO, EPA, URA, MEA, MoF, MoFA
	Action 3.1b: Develop water and sewerage engineering courses at national level		●	●	●	●	MoHE	MoEn, MoE, MNU, Colleges,
	Action 3.1c: Prioritise trainings required to meet the water and sanitation sector needs in national scholarships and student loan schemes	●	●	●	●	●	MoHE	MoE, MNU, Colleges, MoEn
	Action 3.1d: Introduce and enforce licensing scheme for technical staff working water and sewerage sector			●	●	●	MoEn	MQA, MNU, MOHE, TVETA, FCL, MWSC, STELCO

Policy 4: Strengthen advocacy and awareness programmes in water resources, water supply and sewerage**Target:**

Target 4.1: By 2022, public perceptions on safe water and sanitation practices improved by 33% compared to 2018 levels

Target 4.2: By 2023, at least 40% of households phased out bottled water use

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Promote awareness on water resources management, water supply, and sewerage service operations and maintenance	Action 4.1a: Roll out Fenfahi (national awareness) campaign	●	●	●	●	●	MoEn	Private Parties, UN Agencies, NGOs, FCL, MWSC, STELCO, Local Councils, EPA, MEA, MoF
	Action 4.1b: Leverage mainstream media for promoting safe water and sanitation practices		●	●	●	●	MoEn	Local Councils, MoF, MoNPI, Media outlets
	Action 4.1c: Conduct a nationwide campaign on promoting piped water and phase out bottled water use in households <i>[To be coordinated and implemented with Action 3.1f of Waste as a Resource subsector matrix]</i>				●	●	●	MoEn

Policy 5: Protect and conserve natural water resources

Target:

Target 5.1: By 2023, water resource conservation and management plans are implemented in all islands

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Reduce vulnerability of the island freshwater resources	Action 5.1a: Carry out a baseline assessment on water resources in all islands in Maldives	●	●	●	●	●	MoEn	LGA, Local Councils, MoNPI, EPA, FCL, MWSC, STELCO
	Action 5.1b: Develop and implement water resource conservation and management plan in all the islands	●	●	●	●	●	MoEn	EPA, MoH, MoT, MoFMRA, NDMA, MMS, Local Councils
Strategy 5.2: Improve fresh water quality testing and monitoring	Action 5.2a: Conduct national data collection and monitoring of the quality of fresh water resources	●	●	●	●	●	MoEn	EPA, Local Councils, MoNPI, NDMA, MMS
	Action 5.2b: Develop and standardise parameters for groundwater quality and quantity in all monitoring activities	●	●	●	●	●	MoEn	EPA, Local Councils, MoNPI, NDMA, MMS, MoH
	Action 5.2c: Conduct climate modelling under different emission scenarios for natural water resources		●	●	●	●	MoEn	EPA, Local Councils, MoNPI, NDMA, MMS

4.7 RESILIENT COMMUNITIES

As a Small Island Developing State (SID), the Maldives belongs to the forefront group of nations most vulnerable to climate change and its impacts. The high vulnerability of the country to climate change manifests from the geographical and physical characteristics of the islands, including its small size, low elevation, and wide spatial distribution. Being small in nature, all of the country's critical infrastructure and human settlement are located within 100 meters of the coastline.¹⁰ Erosion is reported as the most significant environmental concern threatening the islands.

Climate induced extreme weather disrupts regular supply of these essential commodities to remote islands while stockpiling for emergencies also remains extremely challenging in smaller islands. Climate induced vulnerabilities are extremely high in the Maldives, especially due to natural habitat loss, depletion of water resources, and issues related to food security.

The capacity of the islands to respond locally to disasters is very low, owing mainly due to the lack of human and technological capacity and high dependency on imported food, fuel and basic commodities.

Developing resilient communities would require investment in coastal protection, transition to renewable energy, innovative water filtration and purification systems, and enhancing local human capacity to respond to emergencies.

¹⁰ MEE (2016), Second National Communication of Maldives to UNFCCC

Policy 1: Strengthen adaptation actions and opportunities, and build climate-resilient infrastructure and communities to address current and future vulnerabilities

Target:

Target 1.1: By 2023, National Planning Act mandates risk-based planning processes

Target 1.2: By 2023, at least 80% of local development plans are risk based

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Strengthen legislative framework on environmental protection and disaster risk reduction to ensure vulnerable ecosystems are preserved and protected and the climate resilience of communities are enhanced	Action 1.1a: Review and revise the Environmental Protection and Preservation Act <i>[To be coordinated and implemented with Action 1.1d of Environmental Protection & Preservation subsector matrix]</i>	●	●				MoEn	EPA, AGO, People's Majlis
	Action 1.1b: Formulate the National Planning Act to regulate procedures and clarify roles and responsibilities [Maldives Building Regulatory Capacity Assessment, 2019]	●	●	●			MoNPI	AGO, MOH, MoEn, NDMA, PO, People's Majlis
	Action 1.1c: Formulate and enact a Climate Crisis Law for legally empowered institutional arrangement and coordination mechanism		●	●			MoEn	MoNPI, LGA, MoHA, Local Council, AGO, People's Majlis, NDMA, PO
	Action 1.1d: Review and revise the Construction Act to include the tourism sector [Maldives Building Regulatory Capacity Assessment, 2019]	●	●				MoNPI	AGO, MoT, MACI, MATI, AGO, People's Majlis, MoHUD
	Action 1.1e: Formulate compliance documents articulating clear reference standards to supplement the building code [Maldives Building Regulatory Capacity Assessment, 2019]	●	●				MoNPI	MoEn, MoH, MoHUD
	Action 1.1f: Initiate a transparent review process of the regulations formulated under the Construction Act through inclusive participation and contribution of regulatory partners and actors in the construction industry	●	●				MoNPI	MoH, MACI, MoT, AGO
	Action 1.1g: Develop guidelines for the inclusion of hazard resilient features in low engineered buildings [Maldives Building Regulatory Capacity Assessment, 2019]	●	●	●			MoH	MoNPI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 1.1h: Revise sectoral plans related to vulnerable and sensitive ecosystems and identify ways to address gaps, based on available information, science, and data	●	●	●			MoEn	MoF, MoT, MoNPI, MMRI
	Action 1.1i: Review relevant sectoral policies, SOPs and guidelines to ensure natural ecosystems are protected and sustained, while resilience of communities to adapt to climate change impacts are enhanced	●	●				MoEn	MoF, MoT, MoNPI, MMRI
	Action 1.1j: Formulate and enforce Land Reclamation Regulations [Maldives Building Regulatory Capacity Assessment, 2019]	●	●	●			MoNPI	MoEn, EPA, MMRI, AGO
	Action 1.1k: Review and revise Land Use Planning Regulation to extend sphere of influence to include adjacent ecosystems, including coral reefs, sea grass meadows and lagoons [Integration of Climate Change Risks into Land Use Planning, 2011] <i>[To be coordinated and implemented with Action 1.1e of Environmental Protection & Preservation subsector matrix]</i>	●	●				MoNPI	MoEn, EPA, MMRI, LGA, PO, AGO, MLSA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies	
Strategy 1.2: Strengthen national institutional framework on DRR and climate resilience [M41]	Action 1.2a: Strengthen institutional frameworks and capacity to better coordinate climate adaptation action and building climate resilience		●	●	●	●	MoEn	MoNPI, MoFMRA, MMRI, EPA, MoT, NBS, MoH, HPA, NDMA, MMS	
	Action 1.2b: Establish a fully functional and operational National Emergency Operations Centre at the National Disaster Management Authority		●	●	●	●	NDMA	MoNPI, MoF, MoD	
	Action 1.2c: Establish fully equipped Regional Emergency Operation Centres in RUCs and SRUCs in line with the National Spatial Plan		●	●	●	●	NDMA	MoNPI	
	Action 1.2d: Establish area fire commands in RUCs and SRUCs in line with National Spatial Plan		●	●	●	●	MNDF	MoNPI, NDMA	
	Action 1.2e: Establish fully equipped Regional Emergency Response Centres that can mobilise response capacities atolls and island communities				●	●	●	NDMA	MoNPI, MoF, MMRI, Local Councils
	Action 1.2f: Establish Safe Evacuation Shelters in islands		●	●	●	●	●	NDMA	MoEn, Local Councils, MoNPI
	Action 1.2g: Train a cadre of civil servants that are ready to efficiently respond to future disaster scenarios		●	●	●	●	●	NDMA	CSC, PSTI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.3: Integrate Disaster Risk Reduction and climate change risk management into local planning processes	Action 1.3a: Develop guidelines to support integration of Disaster Risk Reduction (DRR) elements and climate change related risk management strategies into land use planning, sea reclamation, coastal modification and all other infrastructure development projects <i>[To be coordinated and implemented with Action 1.1i of Environmental Protection & Preservation subsector matrix]</i>	●	●				MoEn	MoNPI, MoH, NDMA
	Action 1.3b: Define and demarc coastal zones or Environmental Protection Zones in a climate change resilience context <i>[To be coordinated and implemented with Strategy 3.1 of Environmental Protection & Preservation subsector matrix]</i>	●	●				MoNPI	MoEn, EPA, MoFMRA, MoT, AGO, PO, LGA, Local Council, MLSA
	Action 1.3c: Conduct climate informed island level hazard, vulnerability, and capacity assessment in all islands	●	●	●			NDMA	MoEn, MMRI, LGA, NBS
	Action 1.3d: Integrate DRR elements and climate change risk management strategies into the local development planning process using risk assessment tool application <i>[To be coordinated and implemented with Action 1.1e of Environmental Protection & Preservation and Action 1.3d of Decentralisation subsector matrices]</i>	●	●				NDMA	MoNPI, LGA, Local Councils, MoEn, MMRI
	Action 1.3e: Generate vulnerability rankings across islands based on the findings of the risk assessment tool application		●	●			NDMA	MMRI, LGA, Local Councils, MoEn
	Action 1.3f: Identify suitable disaster response measures targeting specific vulnerable groups including women, children, elderly, PWDs and expatriate workers	●	●	●	●	●	NDMA	MoEn, MoGFSS, MMRI, NGOs
Strategy 1.4: Support national level planning on disaster risk management and climate resilience	Action 1.4a: Develop and implement sectoral disaster management plans of critical sectors to ensure business continuity of provision of basic services at national and island level <i>[To be coordinated and implemented with Action 5.2a of Health, Action 2.1g of Water & Sanitation and Action Policy 2 of Clean Energy subsector matrices]</i>		●	●	●	●	NDMA	MoH, MoHUD, MoEn, MoTCA, MoNPI, MoED

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 1.4b: Strengthen the National Disaster and Climate Risk Profile through up-to-date climate data and science to ensure future adaptation and disaster scenarios are prioritised and addressed in the local development planning process	●	●	●	●	●	NDMA	MoEn, MMS
	Action 1.4c: Develop and publish the National Disaster Management Plan that is informed by the Sendai Framework for Disaster Risk Reduction		●	●			NDMA	PO, MoNPI
	Action 1.4d: Revise and rollout the National Emergency Operations Plan to ensure all stakeholders are aware of their roles and responsibilities in an emergency operation	●	●				NDMA	MoEn
	Action 1.4e: Develop a National Risk Assessment and review every two years		●		●		NDMA	MMRI, NCTC, MPS, MNDF
Strategy 1.5: Increase role of academia in disaster risk management and climate research	Action 1.5a: Provide grant assistance to universities and academic institutions to carry out research on climate change, disaster risk reduction and management		●	●	●	●	NDMA	Universities, Academic Institutions
	Action 1.5b: Organise a national level academic symposium on Disaster Risk Management once every two years			●		●	NDMA	MoHE, Universities, Academic Institutions
	Action 1.5c: Introduce and integrate Disaster Risk Management modules to relevant academic programmes offered at universities and academic institutions		●	●			NDMA	MoHE, Universities, Academic Institutions
	Action 1.5d: Establish a clearing house for climate change information and interpretation			●	●	●	MoEn	MMS, MNU, MoHE, MoEd, MMRI
	Action 1.5e: Provide grant assistance to universities and academic institutions to carry out research on Disaster Risk Reduction and management		●	●	●	●	NDMA	MoHE, Universities, Academic Institutions
	Action 1.5f: Introduce and integrate Disaster Risk Management modules to relevant academic programmes offered at universities and academic institutions		●	●			NDMA	MoHE, Universities, Academic Institutions

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.6: Enhance, implement and track Maldives Nationally Determined Contributions (NDC) to reduce vulnerability and increase adaptation efforts and promote resilience	Action 1.6a: Prepare vulnerability assessments for key vulnerable sectors to identify possible adaptation strategies	●	●	●			MoEn	MoNPI, MoFA, MMRI, EPA, MoT, NBS, MoH, HPA, NDMA, MMS
	Action 1.6b: Develop low emission development plan for sectors identified in NDC	●	●	●			MoEn	MoNPI, LGA, Local Council, MoTCA, MoT, MoFMRA
	Action 1.6c: Enhance ambition of national climate action and communicate via NDC		●		●	●	MoEn	MoNPI, SOEs, MoED, NBS
	Action 1.6d: Develop and implement NDC implementation plan		●	●			MoEn	NBS, MoNPI, MoF
	Action 1.6e: Establish mechanism for monitoring NDC progress, information sharing and reporting			●	●	●	MoEn	NBS, MoNPI, MoF, SOEs, private sector
	Action 1.6f: Strengthen national reporting by improving data management capacity of national institutions and building human resource capacity	●	●	●	●	●	MoEn	LGA, Local Councils, Private Sector, NBS, MMRI
Strategy 1.7: Implement large-scale and innovative tree planting programmes on coastal areas, roads, public areas, and buildings to reduce effects of increase in temperatures	Action 1.7a: Revise existing regulations on felling trees, sale and relocation of trees to other islands based on a transparent and participatory process	●	●				MoEn	EPA, MoT, AGO
	Action 1.7b: Facilitate tree planting programmes in all islands considering the land use and development plans while promoting and preserving native species <i>[To be coordinated and implemented with Action 1.1e of Environmental Protection & Preservation and Strategy 2.1 of Agriculture subsector matrices]</i>	●	●	●	●	●	MoEn	MoFMRA, Local Councils, MoE, MMRI, MoNPI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 1.7c: Support building community nurseries to be operated by local councils focused on preserving native species of the islands	●	●	●	●	●	MoFMRA	MoEn, LGA, Local Councils
	Action 1.7d: Establish nurseries in each school to support community tree planting programmes	●	●	●	●	●	MoE	MoEn, MoFA, Local Councils, MMRI
	Action 1.7e: Start new coconut groves in each atoll <i>[To be coordinated and implemented with Action 2.7I of Environmental Protection & Preservation and Action 3.2a of Agriculture subsector matrices]</i>	●	●				MoEn	MoFMRA, LGA, Local Councils
	Action 1.7f: Preserve coastal vegetation of all inhabited islands <i>[To be coordinated and implemented with Action 2.3c of Environmental Protection & Preservation subsector matrix]</i>		●	●	●	●	MoEn	MoFMRA, MMRI, LGA, Local Councils
Strategy 1.8: Develop localised coastal protection and flood mitigation mechanisms, and infrastructure in the islands identified as most vulnerable to disaster and climate risk [P136, P137, P144]	Action 1.8a: Identify and implement suitable Ecosystem Based Adaptation measures for shoreline and coastal protection and flood mitigation measures in communities that are classified as 'potentially at risk'		●	●	●	●	MoEn	NDMA, MoNPI, MMRI, SOEs
	Action 1.8b: Scale-up existing flood mitigation capacities at island level by integrating ecosystem-based approaches		●	●	●	●	MoEn	NDMA, MoNPI, MMRI
	Action 1.8c: Develop criteria to assess trade-offs for hard and soft engineering solutions for flooding and coastal risks		●					MoEn

Policy 2: Promote environmentally sound technologies and practices towards building sustainable climate resilient island communities**Target:***Target 2.1: By 2023, Water Security Plans and Sanitation Safety Plans are implemented for all inhabited islands*

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Promote climate resilient fisheries and agricultural practice to improve food security and ensure sustainable livelihood opportunities at all level	Action 2.1a: Identify and implement suitable Ecosystem Based Adaptation measures for shoreline and coastal protection and flood mitigation measures in communities that are classified as 'potentially at risk'		●	●	●	●	MoFMRA	Local Councils, LGA, MoNPI
	Action 2.1b: Establish essential goods (fuel, food and water) storage in RUCs and SRUCs in line with National Spatial Plan		●	●	●	●	NDMA	MoEn, STO, MoNPI, MPL, HPL, KPL, MoTCA
	Action 2.1c: Facilitate storage of perishables at Kulhudhuffushi and Addu ports <i>[To be coordinated and implemented with Action 2.2f of Transport subsector matrix]</i>		●	●	●	●	NDMA	MoEn, STO, MoNPI, MPL, HPL, KPL, MoTCA
Strategy 2.2: Scale up integrated water resource management practices to improve water security across the nation	Action 2.2a: Develop and implement National Water Security and Water Safety Plans for all inhabited islands	●	●	●	●	●	MoEn	MoNPI, MoF, Utilities, MMRI, Local Councils
	Action 2.2b: Develop and implement Sanitation Safety Plans for all inhabited islands	●	●	●	●	●	MoEn	MoNPI, MoF, Utilities, MMRI, Local Councils
Strategy 2.3: Increase capacity of vulnerable groups to adapt to climate impacts and disasters	Action 2.3a: Conduct assessments to better understand the impact of climate risks on children, women, PWDs, elderly and foreign expatriate workers		●	●			MoEn	MoNPI, MoFA, MMRI, EPA, MoT, NBS, MoH, HPA, NDMA, MMS
	Action 2.3b: Develop and diversify livelihood options for women who depend on natural resources		●	●			MoEn	MoNPI, MoFA, MMRI, EPA, MoT, NBS, MoH, HPA, NDMA, MMS, MoGFSS
Strategy 2.4: Mobilise technology for adaptation and mitigation	Action 2.4a: Conduct an assessment to identify technology needs and solutions for implementing low emission and adaptation actions		●	●	●	●	MoEn	NGOs, Parley, NGOs
	Action 2.4b: Facilitate research and development of innovative and locally appropriate technology for climate mitigation and adaptation		●	●	●	●	MoEn	MNU, MMRI, NDMA

Policy 3: Foster strategic partnerships and enhance national and international cooperation and advocacy in climate change

Targets:

Target 3.1: By 2023, at least 2 international climate change related event held in the Maldives

Target 3.2: By 2023, at least 30% of the Maldivian delegations participating in international climate conferences consists of young male and females

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Conduct 'National Conference on Disaster Risk Reduction' on regular basis to improve and mobilise knowledge, skills and resources required for mainstreaming DRR into development policies, planning and programmes	Action 3.1a: Conduct 'National Conference on Disaster Risk Reduction' on regular basis to improve and mobilise knowledge, skills and resources		●		●		NDMA	MoNPI, MMRI, MoEn, LGA, Local Councils, Private Sector, SOEs, MMRI, PO
	Action 3.1b: Develop and sustain a common knowledge sharing online tool on resilient communities, connecting people, expertise and news updates from climate change, ecosystem, humanitarian and DRR fields <i>[To be coordinated and implemented with Action 2.3b of ICT subsector matrix]</i>		●	●	●		NDMA	MoEn, MMRI, NBS, NDC, CTO
	Action 3.1c: Ensure regular and timely reporting to Sendai Framework for Disaster Risk Reduction (SFDRR) through an integrated national reporting mechanism that includes civil society and public and private sector representation		●	●	●	●	NDMA	MMRI, NBS
Strategy 3.2: Advocate and lead SIDS effort at international level on issues relating to climate change and disaster resilience	Action 3.2a: Facilitate and support national institutions to build their capacity towards maintaining Maldives status as one of the leading voices in the area of climate change	●	●	●	●	●	MoEn	MoFA, MMRI CBOs, NGOs, Media
	Action 3.2b: Host international workshops/meetings/dialogues/events related to Climate Change in the Maldives and facilitate participation of line agencies and stakeholders	●	●	●	●	●	MoEn	MMRI
	Action 3.2c: Encourage the participation of youth in climate advocacy <i>[To be coordinated and implemented with Strategy 1.3 of Youth subsector matrix]</i>	●	●	●	●	●	MoEn	MoYSCE, CBOs, NGOs, Media, MMRI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.3: Establish an effective advocacy and outreach communication mechanism on climate change issues national wide	Action 3.3a: Use available communication tools (social media, mass media) to increase awareness and advocate for climate resilience and low emission development	●	●	●	●	●	MoEn	Media Partners, CSOs, Baiskoaf
	Action 3.3b: Develop locally appropriate awareness materials for distribution		●	●	●	●	MoEn	MoED, MoYSCE CSOs, MoHA, MMRI
	Action 3.3c: Increase participation of relevant stakeholders including NGOs, CBOs, development partners and private sector in climate advocacy process	●	●	●	●	●	MoEn	MoED, MoYSCE CSOs, MoHA, MMRI, NGOs, CBOs, Development Partners, Private Sector

Policy 4: Enhance island, atoll and city level preparedness, response and recovery capacities to manage recurring hazards

Targets:

Target 4.1: By 2023, voluntary emergency response teams are trained and operational in all inhabited islands

Target 4.2: By 2023, community based disaster risk management is practiced at community level across the country

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Increase local capacities, both human and physical at island, atoll and city level that can maintain response readiness for recurring emergencies and disasters <i>[To be coordinated and implemented with Action 5.2b of Health sub sector results matrix]</i>	Action 4.1a: Facilitate the activation of Emergency Response Teams (ERTs) at local islands to provide aid and assistance to local communities during incidents of emergencies and disasters	●	●				NDMA	MMRI, MoEn, LGA, MNDF, Local Councils
	Action 4.1b: Institutionalise ERTs through a formal national network of responders	●	●				NDMA	MMRI, MoEn, LGA, MNDF, Local Councils
	Action 4.1c: Establish basic level of response equipment for fire and flooding events at local councils that can be used by voluntary emergency response teams		●	●	●	●	NDMA	MMRI, MNDF
	Action 4.1d: Train and maintain a cadre of regional emergency managers to coordinate emergency response efforts at regional level		●	●			NDMA	MMRI, Local Councils
Strategy 4.2: Increase community understanding of hazards and local level preparedness	Action 4.2a: Implement the Community Based Disaster Risk Management Programme in communities that are most vulnerable to hazards and climate induced emergencies		●	●	●	●	NDMA	MMRI, MPS, UNICEF, MNDF, LGA
	Action 4.2b: Carry out a national awareness campaign to influence behavioural change among children and younger generations		●	●	●	●	NDMA	MoE, MMRI
	Action 4.2c: Conduct annual and bi-annual drills at national and local levels		●	●	●	●	NDMA	MMRI, LGA, Local Councils, MoE
	Action 4.2d: Carry out a nationwide public awareness campaign for disaster risk reduction, early warnings and response actions		●	●	●	●	NDMA	MMRI, MAPD, NGOs working with PWDs
	Action 4.2e: Establish Island Disaster Management Committees in all inhabited islands		●	●	●		NDMA	MMRI, LGA, Local Councils, MoGFSS
	Action 4.2f: Kickstart "Make Cities Resilient Campaign" across all cities in the Maldives		●	●	●	●	NDMA	MMRI, LGA, Local Councils

Policy 5: Strengthening national level disaster management information, communication and coordination system [M41]**Targets:**

Target 5.1: By 2023, end to end early warning and emergency communication system operational

Target 5.2: By 2023, at least 2 regional emergency operations centres operational

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Enhance and ensure that disaster risk information management systems are up to date and ready to use for preparedness and response coordination <i>[To be coordinated and implemented Strategy 3.2 of ICT subsector matrix]</i>	Action 5.1a: Develop regulatory framework to collect and analyse post disaster damage and loss data for all levels of emergencies and disasters		●				NDMA	MMRI, NBS, AGO
	Action 5.1b: Establish a GIS integrated Disaster Risk Management Information System that captures island level hazards and vulnerability maps, safe shelters, disaster loss and damage database, etc. <i>[To be coordinated and implemented Action 2.3b of ICT subsector matrix]</i>		●	●			NDMA	MMRI, MLSA, EPA, MoEn, MNU, CTO, NDC, PO
	Action 5.1c: Establish an emergency communication and coordination system that provides situational awareness and incident coordination during emergencies and disasters		●	●	●		NDMA	MMRI, NDC, MPS, MNDF, PO
Strategy 5.2: Establish and strengthen national level early warning mechanisms to efficiently disseminate early warning information to the public	Action 5.2a: Develop regulatory frameworks to mandate telecommunication service providers to develop uninterrupted early warning capacities to efficiently disseminate mass early warning messages to island communities		●	●			NDMA	MMS, CAM, Service providers, MMRI, MAPD, BVISM, Deaf Association,

Policy 6: Ensure and integrate sustainable financing into climate change adaptation opportunities and low emission development measures

Targets:

Target 6.1: By 2023, at least USD 50 million is mobilised through direct access modality

Target 6.2: By 2023, at least USD 10 million new private investments leveraged for low emission and adaptation measures

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 6.1: Include financial allocations within the national budget for climate change adaptation and low emission development activities	Action 6.1a: Streamline climate finance through innovative financial mechanisms for funding adaptation opportunities and low emission development measures in the Maldives			●	●	●	MoEn	MoF, Financial institutions
	Action 6.1b: Develop robust financial management procedures and procurement policy for climate change projects and programmes	●	●	●	●	●	MoEn	MoF
	Action 6.1c: Develop and strengthen the leveraging of private financing to the fullest extent possible	●	●	●	●	●	MoEn	MoF, MoED
	Action 6.1d: Establish a National Climate Emergency Trust Fund (NCETF) to attract investments and to implement a range of alternative financing mechanisms for increasing resilience and low emission development programmes				●	●	●	MoEn
Strategy 6.2: Leverage finance for start-ups, CMOs and SMES to develop climate resilient solutions	Action 6.2a: Introduce and promote market mechanisms to enhance private sector participation	●	●	●	●	●	MoEn	MoED, EPA, MoNPI
	Action 6.2b: Dedicate a portion of Maldives Green Fund to finance investments on low emission development	●	●	●	●	●	MoF	MoED, MoEn, MoNPI
	Action 6.2c: Introduce incentives for private sector to invest in green development <i>[To be coordinated and implemented with Action 3.1c of SME subsector matrix]</i>			●	●	●	●	MoEn
Strategy 6.3: Streamline the funding mechanism to reflect the national priorities for climate financing in collaboration with development partners	Action 6.3a: Improve government's capacity to tap international climate finance mechanisms	●	●				MoEn	MoED
	Action 6.3b: Establish National Implementing Entities (NIE) for ensuring a direct access modality for international climate finance mechanisms	●	●				MoEn	MoF, MMA, ACC, AGO

Policy 7: Strengthen aeronautical meteorology and multi-hazard early warning capacity**Targets:**

Target 7.1: By 2022, expand the radar network to cover the whole country

Target 7.2: By 2020, a robust maintenance regime developed to ensure functioning to all weather observatory, forecasting and warning systems in the country

Target 7.3: By 2023, ocean weather prediction modelling and forecasting system is in place

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 7.1: Ensure that quality management system is in place as per ISO 9001:2015	Action 7.1a: Conduct refresher trainings for Weather Observers, Forecasters and Technicians	●	●	●	●	●	MMS	MoEn, NDMA MoEn, PSTI
	Action 7.1b: Conduct competency assessment for recertification of all technical staff every two years		●		●		MMS	MoEn
Strategy 7.2: Enhance weather observation, forecasts and warnings dissemination to ensure safety of national and international air transportation	Action 7.2a: Expand the radar network to cover the whole country			●	●		MMS	MoEn
	Action 7.2b: Calibrate all the meteorological equipment as per ISO quality manual	●	●	●	●	●	MMS	MoEn
	Action 7.2c: Develop a comprehensive maintenance regime to repair and maintain all equipment as per the ISO standards	●	●				MMS	MoEn
Strategy 7.3: Strengthening Observation Network, data automation and integration [MM9.2.2]	Action 7.3a: Establish a country-wide lightening network			●	●		MMS	MoEn, MoNPI
	Action 7.3b: Establish a marine meteorological observatory		●	●	●		MMS	MMRI, MoEn
	Action 7.3c: Develop an ocean weather prediction modelling and forecasting system	●	●	●	●	●	MMS	MMRI, MoEn
	Action 7.3d: Improve existing communication networks		●	●	●	●	MMS	MMRI, MoEn

4.8 INFORMATION, COMMUNICATION, & TECHNOLOGY

The Maldives experienced rapid growth in the telecommunications and ICT sector over the past twenty years mainly due to the high acceptance and adaptability of the people to improvements in technology and investment in the ICT sector. Over the past twenty years, mobile phone services have transformed the telecommunications sector in its entirety, allowing unprecedented advancements in connectivity and bridging the geographic disparity between the people.

In 2018, there were over 850,000 mobile subscriptions out of which 83 per cent were pre-paid customers.¹¹ The mobile teledensity was 246.9 the same year, positioning the Maldives highest in South Asia.¹²

Increased acceptance and usage of mobile data, together with the available ICT infrastructure in the country, has re-defined the social and economic landscape of the country, and presents an avenue to address the convoluted development challenges imposed by the country's unique spatial profile. Through digitisation of the governance systems, public services could be delivered faster and more efficiently.

¹¹ NBS (2018), Statistical Yearbook of the Maldives

¹² <https://www.itu.int/itu-news/issue/2002/10/southasia.html>

Policy 1: Modernise the governance mechanism of the ICT sector to prepare Maldives for a digital economy**Target:**

Target 1.1: By 2020, institutional roles of NDC, its parent ministry and CTO are clear

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Reform the institutional framework for implementing national ICT policies [NDC Transition Paper:5, 7]	Action 1.1a: Identify the competencies of the Chief Technology Officer (CTO) and finalise the placement of the position in the Government structure	●					PO	MoF, MoCST
	Action 1.1b: Appoint the CTO to coordinate and oversee Government policy initiatives in terms of fostering and driving technology and communication sectors forward	●					PO	MoF
	Action 1.1c: Establish the Office of the CTO and appoint key personnel to the CTO Office	●					CTO	MoF, PO
	Action 1.1d: Set up an Advisory Council on ICT to advise the CTO on policy matters, with representatives from the business sector, government, and the public		●				CTO	MoF, MoCST
	Action 1.1e: Review and identify the changes to the mandate of NDC and CAM	●					PO	CTO, NDC, MoF, MoCST
	Action 1.1f: Execute NDC corporatisation as per revised mandate and appoint the company board		●				CTO	NDC, MoF, MoCST
	Action 1.1g: Outline the vision, action points, and directives for inclusive and sustainable digital transformation of the Government		●				CTO	NDC, MoCST
	Action 1.1h: Identify ways to scout, invite, attract, and retain talent at the corporation and modernise the organisational and remuneration structure of the corporation to match national industry standards and international best practices at the corporation and at the National Data Centre (NDC)		●				CTO	NDC, MoF, MoCST
	Action 1.1i: Facilitate cross-sectoral funding mechanisms to aid development and operations of digital government services		●	●	●	●	NDC	CTO, MoF
	Action 1.1j: Design and implement an annual training plan spanning a five-year term, to ensure funding for continuous training and development for all cadres of staff at the corporation and at the NDC		●	●	●	●	NDC	CTO, MoF

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.2: Improve the legal and regulatory framework of the ICT sector	Action 1.2a: Formulate data privacy laws for submission to Parliament <i>[To be implemented and coordinated with Action 1.3d of Economic Diversification subsector matrix]</i>	●	●				CTO	NDC, AGO, People's Majilis, MoCST
	Action 1.2b: Develop the legal framework required to facilitate digital identity, for submission to Parliament <i>[To be implemented and coordinated with Action 1.3e of Economic Diversification subsector matrix]</i>	●	●	●			CTO	NDC, AGO, People's Majilis
	Action 1.2c: Enact laws and regulations to attract investments from global technology companies in the Maldives <i>[To be implemented and coordinated with Strategy 1.3 of Economic Diversification subsector matrix]</i>					●	CTO	AGO, People's Majilis, MoFA, MoED
Strategy 1.3: Establish institutional frameworks and capabilities to facilitate a safe and secure cyberspace for everyone in the Maldives	Action 1.3a: Develop and implement a cyber-security assessment framework for Government agencies		●				CTO	MoCST
	Action 1.3b: Establish the Maldives Computer Incident Response Team (CIRT) for all civil cyber security incident reporting and support			●			CTO	MoCST
	Action 1.3c: Develop standards and guidelines for safe and secure use of Information Communication Technologies for the public, and conduct regional awareness campaigns across the country at least once		●	●	●	●	CTO	MoCST

Policy 2: Establish digital infrastructure, platforms and ecosystems that are capable of providing ICT solutions that are more efficient, secure and consistent

Targets:

Target 2.1: By 2021, National Stack is fully operational

Target 2.2: By 2023, interoperability between public and private organisations and information systems increased by 40% compared to 2018 levels

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Enhance the National Computer Network (NCN) for improved service delivery from and within the public sector	Action 2.1a: Develop the overall concept and business model for NCN expansion		●				NDC	CTO, MoCST
	Action 2.1b: Conduct a detailed feasibility study for the expansion to determine policy direction and way forward			●			NDC	CTO, MoCST
Strategy 2.2: Strengthen National Data Centre to facilitate secure sharing of data to drive digital service delivery and data-driven decision-making <i>[To be coordinated and implemented with Strategy 2.2 of Independent Institutions & Public Service Reform subsector matrix]</i>	Action 2.2a: Carry out an assessment of national data; data types, ownership, and standards in place, geared towards treating Government owned information as a national asset		●				NDC	CTO, MoCST
	Action 2.2b: Design the underlying architecture to deliver services at the most optimum service levels and align the operation of the NDC to international standards for operation and information security management		●				CTO	NDC, MoCST
	Action 2.2c: Implement the National Data Centre Policy to facilitate the consolidation and interconnection of sectoral data centres		●				NDC	CTO, PO, MoCST
	Action 2.2d: Issue Government-wide open data, content, and web API policy, and identify standards and best practices for improved interoperability		●				NDC	CTO, PO, MoCST
Strategy 2.3: Build a universal technology stack that ensures interoperability between public and private organisations and information systems <i>[NDC Transition Paper:9]</i>	Action 2.3a: Develop the Government Cloud Policy		●				CTO	NDC, MoCST, MoF
	Action 2.3b: Provide IT services through the National Stack to line ministries and agencies that require these services		●				NDC	CTO, PO, MoCST
	Action 2.3c: Establish regional data centres in the North and South of the country in line with National Spatial Plan to provide digital services to the region, which doubles as disaster recovery and aids business continuity for the National Data Centre					●	●	NDC

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.4: Promote open data governance <i>[To be coordinated and implemented with Action 1.2a of Independent Institutions & Public Service Reform subsector matrix]</i>	Action 2.4a: Carry out assessments to understand the data requirements and needs of the public and the private sector to implement open data governance		●				CTO	NDC, PO, MoCST
	Action 2.4b: Roll out open data initiative for all institutions		●				CTO	NDC, PO, MoCST
	Action 2.4c: Facilitate smart technologies to gather data and use the open data platform to enhance availability of the required data					●	NDC	CTO, MoCST
	Action 2.4d: Publish metadata on the open data platform to encourage software solutions by private parties and start-ups					●	NDC	CTO, MoCST
	Action 2.4e: Make content more broadly available and accessible and present it through multiple-channels and move towards providing access to information and services through a device-agnostic way					●	NDC	CTO, MoCST
Strategy 2.5: Establish ways to foster the culture of research and development in the communications and technology sector of the country	Action 2.5a: Establish a National Science Foundation to set the national research and development direction in ICT		●	●			CTO	NDC, MoCST, MoHE
	Action 2.5b: Finance grants and venture capital for universities and developer communities to foster research on tech solutions <i>[To be coordinated and implemented with Policy 4 of Higher Education subsector matrix]</i>			●			CTO	MoHE, MNU, colleges, Start-ups, Developers
Strategy 2.6: Develop decentralised technology parks that serves as incubators [NDC Transition Paper:12]	Action 2.6a: Conduct a feasibility to relocate the dev-ops agency for national digital services to other regions in the Maldives			●			NDC	CTO, MoCST
	Action 2.6b: Establish infrastructure for the placement of the dev-ops agency in the allocated regions				●		NDC	CTO, MoNPI, MoCST
	Action 2.6c: Facilitate transfer of components of national stack operations to allocated locations					●	NDC	CTO, MoCST, Local Councils

Policy 3: Modernise government services through digitalisation for data-driven policy making and efficient delivery of information and services [M111]**Targets:**

Target 3.1: By 2022, the National Help Desk is fully operational

Target 3.2: By 2023, GOV.MV serves as the single online platform for all information provided by the government is operational

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Establish a National Help Desk as a single point of contact for citizens to seek services from the Government in a timely manner [NDC Transition Paper:4]	Action 3.1a: Conduct a feasibility study and assess the budgetary requirements of establishing a National Help Desk		●				CTO	NDC, PO, MoCST
	Action 3.1b: Finalise required regulations for inter-departmental communications and information transfer requirements to the National Help Desk			●			CTO	NDC, AGO, PO, MoCST
	Action 3.1c: Establish the National Helpdesk to provide assistance and information to the general public			●			CTO	NDC, PO, MoCST
	Action 3.1d: Develop and operate GOV.MV as a singular online point of access to information provided by the Government, with call centres established at different locations in the Maldives			●	●	●	NDC	CTO, PO, MoCST
Strategy 3.2: Initiate and transform high impact public services through digitisation [M111]	Action 3.2a: Carry out an assessment of the services that needs to be delivered to the public through digitisation		●				NDC	CTO, MoCST, PO
	Action 3.2b: Finalise guidelines on agency-wide governance structure, service levels, and quality assurance for developing and delivering digital services and managing data		●				NDC	CTO, MoCST
	Action 3.2c: Establish the single sign on infrastructure for citizens and businesses to access authorised services through an e-credential based on the principle of "do once, use many times" [NDC Transition Paper:14]		●				NDC	CTO, MoCST

Policy 4: Encourage digital innovation and create a conducive environment for businesses to thrive in a digital economy [M111]

Targets:

Target 4.1: By 2023, at least 3 technology centres that act as incubators for start-ups, maker spaces for children and youth, with co-working spaces are operational

Target 4.2: By 2023, at least 5 tech starts ups are supported in each of the fields; hospitality, fisheries, marine sciences, and the health sector

Target 4.3: By 2023, at least 2 facilities exist for providing training on Artificial Intelligence (AI), Machine Learning and on emerging technologies

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Ensure critically important networks interconnect and that platforms become interoperable, with a focus on easing execution of financial transactions using common identifications	Action 4.1a: Facilitate interconnectivity of telecom and banking systems		●				CTO	NDC, MMA, CAM, MoF, MoED
	Action 4.1b: Establish mechanisms to enable ease of financial transactions using common identifications [NICT Transition Paper:14]		●				CTO	NDC, MMA, MoF, AGO
Strategy 4.2: Establish technology centres and hubs across the nation as incubators for start-ups, maker spaces for children and youth, with facilities for co-working spaces [M111, NDC Transition Paper:16]	Action 4.2a: Identify ways to attract digital nomads as a means of making the Maldives more attractive to multinational corporations			●			CTO	NDC, MoED, MoCST
	Action 4.2b: Explore partnerships with multinational and international companies to establish in the technology centres and hubs of the Maldives.				●		CTO	NDC, MoED, MoCST, MoFA
	Action 4.2c: Operationalise the policy and institutional framework for the implementation and operation of technology centres and hubs				●		CTO	NDC, MoCST
	Action 4.2d: Build technology hubs in RUCs in line with the National Spatial Plan as incubators for start-ups, maker spaces for children and youth, with facilities for co-working spaces				●		CTO	NDC, MoNPI, MoCST, MoED
	Action 4.2e: Facilitate information exchange opportunities locally and provide avenues for formal and informal networking					●	CTO	MoCST
	Action 4.2f: Seek strategic partnerships with global leaders in the technology industry and identify areas of expertise which could be useful for the Maldivian context					●	CTO	MoED, MoCST, MoFA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 4.2g: Build a robust business ecosystem in which technology entrepreneurs have the capacity and networks to launch local companies that become global companies <i>[To be implemented and coordinated with Strategy 4.2 of SME subsector matrix]</i>					●	CTO	MoED, MoCST
	Action 4.2h: Facilitate forums for global technology leaders					●	CTO	MoCST
Strategy 4.3: Foster online businesses and pave way for convenient and cost-effective online payment gateways [M111]	Action 4.3a: Implement FinTech policies to foster the growth of national payment systems and services to facilitate easy financial transactions <i>[To be coordinated and implemented with Action 4.2b of SME subsector matrix]</i>		●				CTO	NDC, MoED
	Action 4.3b: Develop incentives for private sector to invest in tech start-ups that cater to their needs, especially in the fields of hospitality, fisheries, marine sciences, and the health sector		●				CTO	NDC, BCC, MoED, business associations, MoFMRA, MoH, MMRI, MoT
	Action 4.3c: Strengthen business centres capacity to facilitate the start-up ecosystems to foster tech businesses that provide solutions in key industries in the Maldives <i>[To be coordinated and implemented with Strategy 1.1 of SME subsector matrix]</i>			●	●	●	CTO	NDC, BCC, MoED, business associations
Strategy 4.4: Promote investments in emerging technologies in the country	Action 4.4a: Conduct Hackathons and other awareness events on AI on a regular basis, Machine Learning and other emerging technologies as drivers for national transformation towards sustainable development					●	CTO	NDC, MoHE, BCC, MoED, TVETA, MoYSCE
	Action 4.4b: Establish training facilities/hubs for AI, Machine Learning and other emerging technologies in RUCs in line with National Spatial Plan					●	CTO	NDC, MoHE, MoED, TVETA, MoYSCE
Strategy 4.5: Ensure affordable and quality internet services nationwide <i>[to be coordinated and implemented with Action 4.4c of Education subsector matrix]</i>	Action 4.5a: Strengthen regulations on broadband classifications through the Communications Authority of Maldives			●			CAM	CTO, MoHE, MoCST
	Action 4.5b: Introduce measures to improve competition between internet service providers in the Maldives			●			CAM	CTO, MoCST
	Action 4.5c: Monitor quality of internet services nationwide and ensure better consumer protection through amendments to required laws and regulations				●		CAM	CTO, AGO, MoCST

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.6: Establish infrastructure and tools to enable a mobile workforce	Action 4.6a: Establish technology driven policies to work remotely					●	CTO	MoCST
	Action 4.6b: Provide tools and services to enable and foster the culture of a remote workforce					●	CTO	MoCST
	Action 4.6c: Implement policies geared towards encouraging institutions to adopt a mobile workforce					●	CTO	MoED

Policy 5: Develop a digital-ready workforce and build human capacity in the ICT industry**Targets:**

Target 5.1: By 2023, STEM subjects are mainstreamed in the national education and higher education curriculum based on international standards

Target 5.2: By 2023, young girls in STEM education increased by 30%

Target 5.3: By 2023, at least 60% of public service staff have completed the online training

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Mainstream science, technology, engineering and mathematics in the national curriculum	Action 5.1a: Develop and implement STEM labs/Maker Spaces in all schools targeting young girls and boys <i>[To be implemented and coordinated with Action 2.1c of education subsector matrix and with Strategy 1.9 of Higher Education subsector matrix]</i>				●		MoCST	NIE, MoHE, MoE
	Action 5.1b: Develop an international standard based curriculum for science, technology, engineering and mathematics for primary and secondary levels and work with the Ministry of Education to incorporate it into the national curriculum <i>[To be implemented and coordinated with Action 5.2b of Education subsector matrix]</i>				●		MoCST	NIE, MoE
	Action 5.1c: Integrate science, technology, engineering and mathematics in existing vocational education programmes/ short term skill development programmes			●	●		MoHE	TVETA, CTO
Strategy 5.2: Increase women participation in ICT fields [NDC Transition Paper:16]	Action 5.2a: Establish a national level working group for Women in Science and Technology which includes at least 30% female representation <i>[To be implemented and coordinated with Strategy 1.3 of Gender subsector matrix]</i>		●				MoCST	CTO, MoGFSS, Women in Tech NGO
	Action 5.2b: Conduct a baseline study to gauge existing data and information on women's participation in the ICT field <i>[To be implemented and coordinated with Strategy 3.1 of Gender subsector matrix]</i>		●				MoCST	CTO, MoGFSS, Women in Tech NGO, UNDP
	Action 5.2c: Conduct awareness on addressing gender stereotypes related to STEM education and profession in schools and in public <i>[To be implemented and coordinated with Action 1.5b of Gender subsector matrix]</i>		●				MoCST	CTO, MoGFSS, Women in Tech NGO, UNDP

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 5.2d: Increase targeting/ratio of females in STEM related skills training <i>[To be implemented and coordinated with Strategy 3.1 of Gender subsector matrix]</i>		●				MoCST	CTO, MoGFSS, Women in Tech NGO, UNDP
	Action 5.2e: Conduct career advice sessions for girls and parents in primary schools to encourage STEM professions			●			MoCST	CTO, MoE
Strategy 5.3: Increase capacity of public service personnel to implement technologically driven solutions in service delivery	Action 5.3a: Coordinate with Public Service Training institute to develop and standardise ICT competency standards and training curriculums for public sector employees			●			CTO	PSTI
	Action 5.3b: Establish an online training platform for technology training and refresher programmes for PSTI				●	●	CTO	PSTI
	Action 5.3c: Roll out training programmes and refresher programmes for state agencies and local councils				●	●	CTO	PSTI, Local Councils

4.9 ARTS, CULTURE & HERITAGE

The Maldives served as an important crossroad in the ancient Indian Ocean Trade Route due to its strategic location. Despite limited historic evidence regarding the first settlers in the islands, it is believed that the early inhabitants came from a tribe called Dheyvis from Kalibangan in India some 2,500 years ago.¹³ Trade merchants from different countries in the ancient trade route sought refuge on the islands from the rough seas while waiting for favourable wind to set sail to their destination, resulting in the exchange of culture and ideologies and the fusion of a unique cultural identity which has been shaped over the centuries.

Maldivian arts, culture, and heritage draws heavily from this rich history and the country's close linkages with the ocean. The Maldivian rhythm of life – expressed in how island communities exist and interact with one other, the cuisine and livelihood, folk stories, music and art are intertwined with the natural environment and its deep roots in the Islamic faith.

Through the impacts of globalisation brought in tandem with the introduction of tourism in the early 1970's, the Maldives is currently struggling with cultural discontinuity between traditional and contemporary cultures. Over the past four decades, through improved economic and social conditions, the relatively remote islands have been opened up culturally, socially, and economically, resulting in a shift in the Maldivian way of life. The declining popularity of the Dhivehi language is a major concern, as is the loss of tangible and intangible Maldivian heritage and artistic expressions.

With improvements in modern technology, innovation, and the increasing recognition of the importance of having a unique culture and heritage have recently propagated a wave of heightened embracement of Maldivian traditions and customs. The current movement towards protecting and preserving local heritage; either that inherited naturally or through the craftsmanship of Maldivian ancestors; as well as the conservation of Maldivian traditions and customs, combined with the opportunities presented by modern technology and innovation offers a unique opportunity to ensure the preservations of these important elements of the country for future generations.

¹³ Mohamed (undated), Maldivian Seafaring in the Pre-Portuguese Period

Policy 1: Preserve Maldivian cultural identity [M3.5, 34]

Targets:

Target 1.1: By 2023, at least 300 new original contributions to Dhivehi literature published and targeted at younger audiences

Target 1.2: By 2023, at least 500 artists and culture practitioners have utilised Cultural Centres nationwide

Target 1.3: By 2023, Establish minimum two new library facilities at the Sub-regional level

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Strengthen institutional framework of the arts, culture and heritage sector	Action 1.1a: Review and harmonise existing legislations, government policies and institutional mandates to streamline efforts to preserve Maldivian arts, culture and heritage	●	●				MoACH	NCA, NBC, DBA, DOH, NAM, NL, AGO
	Action 1.1b: Develop legislative, regulatory and policy framework, in line with the Constitution and International Conventions, to protect and preserve cultural heritage and to promote Arts and Culture	●	●	●	●	●	MoACH	NCA, NBC, DBA, DOH, NAM, NL, AGO
Strategy 1.2 : Enhance the technical capacity of practitioners engaged in the arts, culture and heritage sector	Action 1.2a: Conduct professional development programmes related to arts, culture and heritage	●	●	●	●	●	MoACH	NCA, NBC, DBA, DOH, NAM, NL, Relevant NGOs, UNESCO, UNDP, PSTI, MNU, LGA
	Action 1.2b: Participate in local, regional and international seminars/training programmes and study tours	●	●	●	●	●	MoACH	NCA, NBC, DBA, DOH, NAM, NL, PSTI, MNU, UNESCO, UNDP, MoF, LGA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.3: Strengthen infrastructure facilities	Action 1.3a: Build and equip a National Arts and Culture Centre in comprising of training facilities, multipurpose halls, multimedia library and research centre, as per the National Spatial Plan [M 139, 140, MM3.3.11]		●	●	●	●	MoACH	MoNPI, MoF, NCA
	Action 1.3b: Build and equip Regional and Sub-regional Cultural Centres including training facilities, museums, galleries, libraries, theatres, language labs and multipurpose halls in line with National Spatial Plan [M 139, 140, MM3.3.11]		●	●	●	●	MoACH	MoNPI, MoF, Local Councils
	Action 1.3c: Establish National, Regional and Sub-regional Archival Centres as per the National Spatial Plan		●	●	●	●	NAM	MoACH, MoNPI, MoF, Local Councils
	Action 1.3d: Facilitate artists with access to adequate spaces for film screening, for art displaying, music concerts and theatricals nationwide through the Arts and Culture Centres developed across the country	●	●	●	●	●	NCA	MoACH, MoT, Local Councils, NGOs
	Action 1.3e: Establish heritage centres, site museums and arts and crafts centres, with state-of-the-arts safety and security systems and conservation and preservation laboratory features (where heritage sites exists)		●	●	●	●	DOH	MoACH, MoT, MoNPI, Local Councils
	Action 1.3f: Strengthen digital infrastructure across the country to achieve digitisation, provide online platforms, promote the arts, culture and heritage sector and secure sector information and ensure structural integrity [To be coordinated and implemented with Policy 2 of ICT Subsector matrix]		●	●	●	●	MoACH	CTO, MoCST, NCA, NBC, DBA, DOH, NAM, NL, NDC, NBS

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.4: Foster the right to culture through increased community engagement	Action 1.4a: Encourage and develop local SME's, NGO's and individual practitioners through creating platforms, including exhibitions and tours, and extending technical support <i>[To be coordinated and implemented with Strategy 1.1 of SME subsector matrix]</i>	●	●	●	●	●	MoACH	NCA, NBC, DBA, DOH, NAM, NL, MoED, MoYSCE, MoT, MoFA, SDFC
	Action 1.4b: Design programmes to provide opportunities for intergenerational cultural exchange and enhance understanding to preserve authenticity and preserve cultural heritage practices	●	●	●	●	●	MoACH	NCA, NBC, DBA, DOH, NAM, NL, MoGFSS
	Action 1.4c: Promote accessibility to cultural knowledge through analogue, digital and hybrid platforms, sign language, braille and other forms of alternate representation <i>[To be coordinated and implemented with Policy 3 of Social Protection and Policy 2 of ICT subsector matrices]</i>	●	●	●	●	●	MoACH	MoCST, DBA, NL, NAM, NCA, NDC, MoGFSS
	Action 1.4d: Establish and maintain networks for arts and cultural practitioners, through seminars, symposiums and similar programmes, to connect, collaborate, share best practices and enhance awareness		●	●	●	●	MoACH	NCA, NBC, DBA, DOH, NAM, NL
	Action 1.4e: Coordinate with relevant authorities to incorporate heritage sites in the Land Use Plans	●	●	●			MoACH	MLSA, MoNPI, DOH, Local Councils
	Action 1.4f: Conduct programmes to ensure preservation and continuity of history and tradition by adapting old structures and buildings in development stage	●	●	●	●	●	DOH	MoACH, NCA, NBC, DBA, NAM, NL
	Action 1.4g: Integrate cultural designs, rituals and traditions into architecture, design and ceremonies	●	●	●	●	●	MoACH	MoT, MoIA, Local Councils, MoED
	Action 1.4h: Strengthen research on Maldivian history and culture through partnerships with local and international educational institutions	●	●	●	●	●	MoACH	NCA, NBC, DBA, DOH, NAM, NL, MNU, MoHE, Educational Institutions
	Action 1.4i: Support and recognise outstanding achievements in arts, culture and heritage subsector through awards, competitions and festivals	●	●	●	●	●	MoACH	NCA, NBC, DBA, DOH, NAM, NL

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.5: Promote affection and pride towards Maldivian arts, culture and heritage among school students	Action 1.5a: Formulate a national guideline for the operation of culture clubs and usage of Dhivehi language in Schools		●	●	●	●	MoACH	NCA, NBC, DBA, DOH, NAM, NL, MoE
	Action 1.5b: Facilitate the production of Dhivehi literature targeted at students of all ages		●	●	●	●	MoACH	NCA, NBC, DBA, DOH, NAM, NL, MoE
	Action 1.5c: Revive and create platforms for students to showcase their talent in performing, visual and literary arts		●	●	●	●	MoACH	NCA, NBC, DBA, DOH, NAM, NL, MoE

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.6: Protect and preserve cultural heritage [M3.5, 34, 3.6, 37]	Action 1.6a: Strengthen research and documentation of Maldivian tangible, intangible and documentary cultural heritage	●	●	●	●	●	DOH	MoACH, NCA, NAM, DBA, NL, Local Councils
	Action 1.6b: Develop regulatory standards to manage public and private collections and tangible, intangible and documentary cultural heritage	●	●				DOH	MoACH, NCA, NAM, DBA, NL, Local Councils
	Action 1.6c: Document and map underwater cultural heritage sites and adopt/revive local names <i>[To be coordinated and implemented with Action 6.1f of Tourism and Action 2.1d of Environmental Protection & preservation subsector matrix]</i>	●	●				DOH	MoACH, MoT, EPA, DBA, Educational Institutions, MMRI, Local Councils
	Action 1.6d: Research and document regional dialects through literature and media	●	●	●	●	●	DBA	MoACH, MoE, Educational Institutions, NL, MoCST, NDC, MBC, Local Councils
	Action 1.6e: Preserve and promote regional dialects through literature and media	●	●	●	●	●	DBA	MoACH, MoE, Educational Institutions, NL, MoCST, NDC, MBC, Local Councils
	Action 1.6f: Ensure authentic and reliable information regarding Maldivian history and culture is publicly disseminated	●	●	●	●	●	MoACH	DOH, DBA, NAM, NCA, MoT, MMPRC, NGOs
	Action 1.6g: Preserve tangible heritage and safeguard intangible heritage for generations to come	●	●	●	●	●	MoACH	DOH, DBA, NCA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.7: Develop and implement monitoring mechanism to ensure compliance with relevant legislations of arts, culture and heritage	Action 1.7a: Develop guidelines, standards and policies for public and privately managed cultural institutions	●	●				MoACH	DBA, DOH, NAM, NBC, NCA, NL, AGO, MoF
	Action 1.7b: Design and develop a monitoring and data management system for the sector <i>[To be coordinated and implemented with Policy 2 of ICT Subsector matrix]</i>		●	●	●		MoACH	CTO, DBA, DOH, NAM, NBC, NCA, NL, MoCST, NDC, NBS
	Action 1.7c: Conduct targeted training programmes in partnership with relevant national agencies to develop monitoring, data collection and analytical skills of technical staff within the arts, culture and heritage sector <i>[To be coordinated and implemented with Policy 5 of ICT Subsector matrix]</i>		●	●	●	●	MoACH	MoNPI, DBA, DOH, NAM, NBC, NCA, NL, NBS, MoCST, NDC, LGA

Policy 2: Enhance economic value of the sector through improved access to financial resources and marketing opportunities and strengthening the economic model of cultural establishments [M5.6, 139, 140]

Targets:

Target 2.1: By 2023, at least MVR 2 million disbursed as grants to support local artists and cultural practitioners

Target 2.2: By 2023, an effective economic model to sustain and develop cultural establishments is designed and implemented

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Increase financial accessibility whilst improving entrepreneurial skills of local artisans and cultural practitioners	Action 2.1a: Collaborate with the SDFC to extend financial support to increase production of local art and culture <i>[To be coordinated and implemented with Strategy 2.2 of SME subsector matrix]</i>	●	●				MoACH	SDFC, MoED, DBA, DOH, NAM, NCA, NL
	Action 2.1b: Implement a grant mechanism to extend technical and financial support to local artists and cultural practitioners and NGOs' actively engaged in the sector <i>[To be coordinated and implemented with Strategy 2.2 of SME subsector matrix]</i>		●	●	●	●	MoACH	NCA, NBC, DBA, DOH, NAM, NL, MoF, MoED
	Action 2.1c: Collaborate with Business Development Centres to improve managerial and financial skills of artists and managers of the sub-sectors <i>[To be coordinated and implemented with Action 1.1e of SME subsector matrix]</i>	●	●	●			MoACH	MoED, DBA, DOH, NAM, NCA, NL, Local Councils
Strategy 2.2: Increase marketing opportunities locally and internationally [M5.6, 139, 140]	Action 2.2a: Map and benchmark Maldives creative sector products to retain authenticity and maintain quality standards	●	●	●			MoACH	MoED, MoT, MMPRC
	Action 2.2b: Explore and tap opportunities for artists and cultural practitioners to access local, regional and international markets through fairs, festivals and conferences <i>[To be coordinated and implemented with Action 3.2a of Tourism subsector matrix]</i>	●	●	●	●	●	MoACH	MoED, MoT, MMPRC, MoFA, MoYSCE
	Action 2.2c: Facilitate systematic marketing of arts and culture productions through mainstream and social media, including mediums of accessible networks of PWDs	●	●	●	●	●	MoACH	MoNPI, NGOs, MoGFSS, DBA, DOH, NAM, NBC, NCA, NL, Local Councils
	Action 2.2d: Establish a mechanism to license artistic productions and publications, strengthen legal framework for copyrights and royalty collections	●	●				MoACH	DBA, DOH, NAM, NBC, NCA, NL, MoED, WIPO, MoF

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.3: Formulate an effective and viable economic model to sustain cultural establishments	Action 2.3a: Evaluate existing cultural establishments to determine marketability and economic sustainability Link economic diversification matrix, tourism	●	●				MoACH	DBA, DOH, NAM, NCA, NL
	Action 2.3b: Implement an effective economic model to sustain and develop cultural establishments across the country Link economic diversification matrix, tourism			●	●	●	MoACH	DBA, DOH, NAM, NCA, NL, MoED

Policy 3: Enhance intercultural communication to improve understanding of the Maldivian cultural identity [M3.5, 34]

Target:

Target 3.1: By 2021, a mechanism for document exchange and acquisition is established

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Explore avenues for intercultural collaboration and exchange [M3.5, 34]	Action 3.1a: Host and participate in local, regional and international competitions, festivals and celebrations	●	●	●	●	●	MoACH	DBA, DOH, NAM, NBC, NCA, NL
	Action 3.1b: Improve inter-cultural knowledge exchange through academic forums, workshops, trainings, internships and exposure visits	●	●	●	●	●	MoACH	DBA, DOH, NAM, NBC, NCA, NL
	Action 3.1c: Establish a mechanism to facilitate document exchange and acquisition of Maldivian cultural identity	●	●	●			NAM	DBA, DOH, NAM, NBC, NCA, NL



Good Governance

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GOOD GOVERNANCE

Rule of Law and Judicial Reform

By 2021

implement revised curricula in all Maldivian Law Schools



By 2021

juvenile detention and rehabilitation facility is operationalized



By 2022

appraisal for all sitting judges is completed



By 2023

District courts are operational in at least two regions of the Maldives



By 2023

provide redress to more than **50%** of the cases



submitted to the transitional justice mechanism

By 2023

all judges to have declared their wealth and assets publicly at least once



By 2023

the population density in all existing prisons (excluding new facilities) reduced by



at least **20%** compared to 2018 levels

By 2023

the number of prisoners enrolled in rehabilitation programs increased



at least **50%** compared to 2018 levels

By 2023

at least **50%** of prisoners



in the rehabilitation program is successfully reintegrated back into the society

By 2023

at least **50%** children enrolled



in the rehabilitation program is successfully reintegrated back into the society

National Security and Public Safety

By 2020

at least
1 facility



is operational for
de-radicalization and
rehabilitation

Between 2020 - 2023

the number of individuals
re-integrated through
early intervention system

increased
20%
annually

By 2023

the share of female
police officers
increased by



20%
compared to
2018 levels

By 2023

improve public
perception ranking
of Maldives Police
Service by



25%
compared to
2018 levels

By 2023

improve public
perception ranking
of security forces by



25%
compared to
2018 levels

By 2023

all police officers and staff to
have undergone training on
ethics, human rights and rule
of law at least once



By 2023

road accidents
reduced by

30%

compared to
2018 levels



and road accident
fatalities reduced by

50%

compared to
2018 levels

Eliminating Corruption



By 2021

Integrity Officers are active
and implementing their roles



By 2023

an effective and active
mechanism exists for public to
lodge complaints on integrity
of institutions

By 2023

ranking of Corruption
Perception Index (CPI) for
Maldives improved by



more than
50%
compared to
2018 levels

By 2023

all public officials mandated
by the law have completed at
least one round of asset and
wealth declaration



Accountable State

By 2023

all parliamentarians declared their wealth and assets publicly at least once



Parliamentary committees' hearings for independent institutions



increased by **25%** annually

75% of the bills



passed by the Parliament incorporates feedback from citizens

Maldives joins Open Government Partnership (OPG)



debt management improved in alignment with international best practices



all SOEs comply with code of conduct



all political parties submit audited financial reports to Elections Commission



cases of intimidation and threats to journalist and media organization reduced by



at least **50%**

Independent Institutions & Public Service Reform

By 2021

all independent institutions have active compliance officers



By 2023 at least **70%**



conducted for independent institutions were reviewed and scrutinized by the Parliamentary Committees

By 2023

a competency based pay structure is adopted by public service under the direction of National Pay Commission



Public confidence in public service delivery is improved by

25%

compared to 2018 levels



Active use of a centralized and integrated information management system is practiced



Gender Equality

By 2023

all DV survivors requiring financial support has benefited from the emergency fund



at least **25%** of employees working in the tourism sector are female



at least **50%** of entrepreneurship trainees at the BDCs are women



GOOD GOVERNANCE

The Maldives is often seen as a success story of development. Over the past decades the Maldives moved from a low human development to a high human development category¹. During this time, the Maldives also embarked on a challenging journey to embrace democracy. Since 2008, the country's efforts to consolidate democracy has been challenging. The new Constitution in 2008, paved the way for separation of state powers between the executive, legislature and judiciary; introduction of multiparty elections; establishment of independent institutions; decentralised governance; and a comprehensive bill of rights and freedoms for its citizens.

The democratic transition context in the Maldives provides an unparalleled opportunity to strengthen the independence and capacities of state institutions to design and implement policies as well as deliver services that spurs human development. It is an opportunity to implement policies that will make a difference due to increased transparency, accountability and regular Presidential, Parliamentary and Local Council elections.

This sector consists of seven subsectors; (i) Rule of Law & Judicial Reform, (ii) National Security & Public Safety, (iii) Eliminating Corruption, (iv) Accountable State, (v) Independent Institutions & Public Service Reform, (vi) Gender Equality, and (vii) Foreign Affairs. The following provides a summary of the key challenges and policy priorities for each of the associated subsectors.

¹<http://hdr.undp.org/en/countries/profiles/MDV>

5.1 RULE OF LAW & JUDICIAL REFORM

Legal and justice sector reforms is one of the stated priorities of the government. While a lack of necessary laws as well as shortfalls in existing legislation continues to hinder the effectiveness of state institutions²; enforcement of these laws by a judiciary tainted with allegations and widespread perceptions of partiality, corruption and political influence³; pose challenges to the consolidation of democracy in the Maldives. The lack of a comprehensive and consistent legislative framework is one of the main challenges the justice sector is facing, as there are significant inconsistencies and gaps in laws. Laws that were passed before the Constitution of 2008, and may be in contradiction with it, have been in use despite the 2008 Constitution rendering them void. Challenges that impede justice from being effectively and efficiently administered, and judicial actors from discharging their functions independently and impartially include limitations of the legal system; misinterpretation of the principles of independence and accountability of the judiciary; shortcomings in the selection and appointment procedures of judges; a perceived lack of transparency and effectiveness of the

Judicial Service Commission; and an observable lack of public trust in the judicial system. At the same time, there is a perceived reluctance to engage in a participatory dialogue to address the situation. Dissatisfaction with the courts, judges and magistrates, reflected in the Human Rights Survey of 2012, continues to be perceived to-date⁴. The reasons that were given at the time include corruption, unfair/unjust decision-making, unavailability of lawyers, and a lack of competence of the judiciary.

This subsector proposes to address these challenges through legal and judicial reforms as well as introduction of transitional justice mechanisms will be introduced in accordance with specific policy directives.

² Attorney General's Office, EU Policy Dialogue – Briefing Paper, March 2019.

³ Freedom House, Freedom in the World 2019, available at: <https://freedomhouse.org/report/freedom-world/2019/maldives> (accessed on 16/05/2019). International Commission of Jurists and South Asians for Human Rights, Justice Adrift: Rule of Law and Political Crisis in the Maldives – A Fact-Finding Mission Report, 2015, available at: <https://www.icj.org/wp-content/uploads/2015/08/Maldives-Justice-Adrift-Rule-of-Law-Publications-fact-finding-report-2015-ENG.pdf> (accessed on 16/05/2019).

⁴ Freedom House, Freedom in the World 2018, available at: <https://freedomhouse.org/report/freedom-world/2018/maldives>;

Policy 1: Serve transitional justice to facilitate the establishment of peace and harmony in society [M175, M176, P34, P53]

Targets:

Target 1.1: By 2020, transitional justice mechanism is operational

Target 1.2: By 2023, provide redress to more than 50% of the cases submitted to the transitional justice mechanism

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Create a holistic legal framework and establish a transitional justice mechanism to find, investigate and understand, the actions committed by the previous regimes in violation of human rights, dignity and sanctity and resolve such matters through judicial and non-judicial remedies [MM9.3.1]	Action 1.1a: Establish legal framework for transitional justice mechanism	●	●				AGO	People's Majlis, PO
	Action 1.1b: Facilitate the institutional mechanism established by the relevant legislation to enable aggrieved parties to lodge complaints, reveal truth, seek forgiveness and award compensation, or other non-judicial remedies where due [A19, M176]	●	●	●	●	●	AGO	PO, PGO, HRCM, Law Enforcement Agencies
	Action 1.1c: Implement measures to ensure that the transitional justice mechanism is victim and community-oriented including facilitating the use of cultural interventions for victims to share their experience	●	●	●	●	●	AGO	HRCM, PGO, NGOs, MoACH, MDN
	Action 1.1d: Establish legal and institutional framework for Presidential commissions [M175(1,2,3,4,12,14,15), P30, P31, P33, P35, P40, P46]	●					AGO	People's Majlis, PO
	Action 1.1e: Take measures to ensure the truth and reconciliation mechanisms are made transparent, and open to the public in an appropriate manner	●	●	●	●	●	PO	AGO, People's Majlis, Law Enforcement Agencies, MDN
Strategy 1.2: Reform state institutions in light of the truths revealed to ensure non-recurrence of similar violations in the future	Action 1.2a: Identify institutional gaps that led to violations of human rights, dignity and sanctity	●	●	●	●	●	PO	AGO, Law Enforcement Agencies, PGO, People's Majlis
	Action 1.2b: Formulate and implement remedies to strengthen the institutional gaps identified through the transitional justice mechanism	●	●	●	●	●	PO	AGO

Policy 2: Reform the administration and structure of the judiciary to ensure the independence and efficiency of the judicial system [M177]**Targets:**

Target 2.1: By 2023, District Courts are operational in at least 2 regions of the Maldives

Target 2.2: By 2023, public confidence in the court system improve by 25% compared to 2018 level

Target 2.3: By 2023, cases resolved through ADR mechanism increased at least by 50% compared to 2018

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies	
Strategy 2.1: Improve administration of justice	Action 2.1a: Review the legal framework with respect to the jurisdiction of courts and tribunals [A19]	●	●				AGO	People's Majlis, DJA, JSC	
	Action 2.1b: Introduce District Courts and specialised courts in identified regions of Maldives, with the same jurisdictions as the Superior Courts in Male' to ensure better access to justice [M183, A19]	●	●	●	●	●	AGO	People's Majlis, DJA, JSC	
	Action 2.1c: Review and revise current appeal procedures	●	●				AGO	People's Majlis, DJA, JSC, PGO	
	Action 2.1d: Revise the structure of the High Court to dissolve the northern and southern branches and make arrangements to utilise the premises of District or Magistrate Court to conduct trial proceedings of the High Court [A19]	●	●	●	●	●	AGO	People's Majlis, DJA, JSC	
Strategy 2.2: Strengthen the internal administration of courts	Action 2.2a: Reform the Department of Judicial Administration (DJA) to ensure that the administrative functions of the judiciary operates independently	●	●				AGO	JSC, DJA	
	Action 2.2b: Effective implementation of the mandate of Registrars to strengthen their role and limit involvement of judges in internal court administration	●	●				DJA	AGO, JSC	
	Action 2.2c: Establish a modern and integrated case management and e-filing system within the courts [G Knaul: 111] [To be coordinated and implemented with Action 2.2f of Independent Institutions & Public Service Reform and Policy 2 of ICT subsector matrices]			●	●	●	●	DJA	NDC
	Action 2.2d: Improve financial and human resources for the judiciary, particularly at the level of Magistrate and District Courts [G Knaul: 108]		●	●	●	●		DJA	MoF, People's Majlis, PO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.3: Develop necessary legal framework and establish Alternative Dispute Resolution (ADR) mechanism for arbitration, mediation and conciliation	Action 2.3a: Strengthen the operations of Maldives International Arbitration Centre and its role in alternative dispute resolution	●	●	●	●		MIAC	AGO, DJA, PO
	Action 2.3b: Introduce legal framework relating to mediation and review the Arbitration Act		●	●			AGO	People's Majlis, MIAC
	Action 2.3c: Improve the physical, ICT infrastructure and the capacity of all actors involved in the ADR mechanism	●	●	●	●	●	MIAC	AGO, NDC, MoF

Policy 3: Reinforce the accountability and integrity of the judiciary**Targets:**

Target 3.1: By 2023, at least 75% of all complaints submitted to JSC is investigated and addressed

Target 3.2: By 2022, appraisal for all sitting judges is completed

Target 3.3: By 2023, all judges to have declared their wealth and assets publicly at least once

Target 3.4: By 2023, all sitting judges complete at least 1 training or sensitisation program

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Reform the Judicial Services Commission (JSC) to ensure judicial independence and accountability	Action 3.1a: Review the composition of the JSC	●	●				AGO	People's Majlis, PO
	Action 3.1b: Incorporate necessary amendments to the legal framework to ensure judges are transferred independently by the JSC [A19]	●	●	●			AGO	People's Majlis, JSC
	Action 3.1c: Develop a mechanism within the JSC to continuously evaluate the capacity and competency of the judges	●	●	●	●		JSC	DJA, People's Majlis
	Action 3.1d: Develop transparent procedures for evaluation, appointment, promotion and removal of judges	●	●	●			JSC	DJA, People's Majlis
	Action 3.1e: Introduce measures to ensure gender parity within the justice sector <i>[To be coordinated and implemented with Action 1.3h of Gender Equality subsector matrix]</i>	●	●	●	●	●	DJA	JSC, People's Majlis, MoGFSS, AGO
	Action 3.1f: Establish a modern case management system within the JSC <i>[To be coordinated and implemented with Action 2.2f of Independent Institutions & Public Service Reform and Policy 2 of ICT subsector matrices]</i>		●	●	●	●	JSC	NDC, MoF, DJA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.2: Increase accountability of the judges and judicial actors	Action 3.2a: Review and amend the necessary legislation to take appropriate measures to enforce the code of conduct and disciplinary measures for judges [G Knaul: 104, 105]		●	●			AGO	People's Majlis, JSC, DJA
	Action 3.2b: Establish simple mechanisms through which complaints regarding judges can be lodged at JSC anonymously [A19] <i>[To be coordinated and implemented with Action 2.1d of Independent Institutions & Public Service Reform and Strategy 3.2 of ICT subsector matrices]</i>			●	●		JSC	DJA, NDC
	Action 3.2c: Conduct a situational analysis and address sexual harassment issues within the judicial system	●	●	●	●	●	JSC	DJA, People's Majlis, MoGFSS
	Action 3.2d: Establish, review and strengthen gift rules and conflict of interest rules within the judiciary <i>[To be coordinated and implemented with Action 2.1b of Eliminating Corruption subsector matrix]</i>	●	●	●			AGO	JSC, People's Majlis, ACC
	Action 3.2e: Establish an asset declaration regime for judges that takes into account disclosure of assets, business and activities outside the jurisdiction of the Maldives, assets of judge's spouses and children, as well as a verification and proactive mechanism and ensure it is made available to the public periodically <i>[To be coordinated and implemented with Action 2.1a of Eliminating Corruption subsector matrix]</i>	●	●	●	●		AGO	JSC, People's Majlis, ACC, Audit Office
Strategy 3.3: Develop competency and capacity of judges and judicial actors	Action 3.3a: Conduct sensitisation programs on sexual harassment, emerging issues, gender equality, human rights, child rights etc <i>[To be coordinated and implemented with Action 2.2a of Gender Equality subsector matrix]</i>	●	●	●	●	●	DJA	JSC, MoGFSS, PSTI
	Action 3.3b: Conduct quality in-profession training, and capacity-building programmes for all actors within the judicial system [G Knaul: 130-4] <i>[To be coordinated and implemented with Action 2.1g of National Security & Public Safety subsector matrix]</i>	●	●	●	●	●	DJA	JSC, PSTI
	Action 3.3c: Improve capacity of judges and implement continuing judicial education	●	●	●	●	●	JSC	DJA, PSTI

Policy 4: Promote access to justice and expedite delivery of justice**Targets:**

Target 4.1: By 2023, provision of legal aid service in family, civil and criminal matters

Target 4.2: By 2023, a reduction in average time spent in remand for criminal cases by 25%

Target 4.3: By 2023, a consolidated criminal justice data management system is operational

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Strengthen provision of legal aid services to ensure the right to legal representation under the Constitution [M180, A19]	Action 4.1a: Review and enact the Legal Aid Bill	●	●				AGO	People's Majlis, Bar Council, PGO
	Action 4.1b: Provide technical expertise, trainings and sensitisation to legal aid lawyers	●	●	●	●	●	Legal Aid Entity	Bar Council, PGO, AGO, PSTI
	Action 4.1c: Formulate a stringent mechanism to evaluate the quality of legal aid services provided		●	●			Legal Aid Entity	Bar Council, PGO, AGO
	Action 4.1d: Ensure access to a lawyer within the first hour of arrest		●	●	●	●	Legal Aid Entity	Bar Council, PGO, MPS, AGO
Strategy 4.2: Enhance and strengthen the prosecution services	Action 4.2a: Develop an objective criterion for instructing investigations and decision to prosecute at the PGO [G Knaul: 122]	●	●				PGO	AGO
	Action 4.2b: Establish unified internal prosecutorial guidelines and code of ethics for prosecutors [G Knaul: 123]	●	●				PGO	AGO
	Action 4.2c: Increase the capacity of prosecutors and the victim support unit in central PGO and its branches in various regions of Maldives [To be coordinated and implemented with Action 2.1g of National Security & Public Safety subsector matrix]	●	●	●	●	●	PGO	PSTI
	Action 4.2d: Devise and implement a mechanism to monitor condition and status of pre-trial detention	●	●	●			PGO	MoHA, MCrS, MPS
	Action 4.2e: Conduct a review of remand cases and take measures to speed-up investigations and trials of cases that have been prolonged [Jail audit report:11]	●	●	●			MoHA	MCrS, MPS, PGO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.3: Expedite the court processes and improve quality and delivery of justice	Action 4.3a: Enact the Civil Procedure Code, enact the Evidence Act, revise the Criminal Procedure Code and harmonise laws relating to criminal offences <i>[To be coordinated and implemented with Action 1.4a of Eliminating Corruption subsector matrix]</i>	●	●	●			AGO	People's Majlis, DJA, PGO, MPS, Law Enforcement Agencies
	Action 4.3b: Establish a mechanism to conduct timely pre-trial hearings to determine admissibility of the case [A19]	●	●	●			DJA	PGO
	Action 4.3c: Harmonise and publish the internal rules, regulations and procedures of the Courts [G Knaul: 110]	●	●	●			DJA	AGO, JSC
Strategy 4.4: Develop a consolidated criminal justice data management system	Action 4.4a: Establish an interoperable criminal justice data system with access to all relevant institutions <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>	●	●	●	●	●	MoHA	DJA, PGO, MoGFSS, JJU, NDC, Law Enforcement Agencies
	Action 4.4b: Periodically publish data and analytical information	●	●	●	●	●	MoHA	DJA, PGO, MPS

Policy 5: Ensure the independence of the legal profession in line with international best practices [M179]**Targets:**

Target 5.1: By 2023, 85% of all complaints submitted to Bar council is addressed

Target 5.2: By 2021, implement revised curricula in all Maldivian Law Schools

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Regulate the legal profession through Bar Council [M179]	Action 5.1a: Enact and implement the Legal Professions Act	●	●				AGO	People's Majlis
	Action 5.1b: Formulate procedures for issuance, renewal and review of licensing for lawyers and legal practices including a uniform written bar examination	●	●				Bar Council	
	Action 5.1c: Formulate and implement ethical and professional standards of conduct for legal practitioners in Maldives including procedures to implement disciplinary sanctions	●	●				Bar Council	
	Action 5.1d: Establish an accessible complaints mechanism with regards to lawyers and legal practices <i>[To be coordinated and implemented with Action 2.1d of Independent Institutions & Public Service Reform subsector matrix]</i>	●	●				Bar Council	
	Action 5.1e: Design and undertake awareness campaigns and public relations events to increase confidence in the legal profession	●	●	●	●		Bar Council	

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.2: Strengthen and improve quality of legal education and improve the capacity of legal professionals	Action 5.2a: Formulate and conduct continuous professional development programs for legal professionals	●	●	●	●	●	Bar Council	MoHE, MQA, HIEs
	Action 5.2b: Review and amend curricula in all Maldivian Law Schools		●	●			Bar Council	MoHE, MQA, HIEs
	Action 5.2c: Strengthen recruitment process of law teachers in all Maldivian Law Schools		●	●			Bar Council	MoHE, MQA, HIEs
	Action 5.2d: Review and implement Teacher Quality Assessments in all Maldivian Law Schools		●	●			Bar Council	MoHE, MQA, HIEs

Policy 6: Ensure all prisons and detention facilities are in accordance with international treaties and that rights of all prisoners are respected [M181, M182]**Targets:**

Target 6.1: By 2023, at least 2 detention facilities meet international minimum standards

Target 6.2: By 2023, the population density in all existing prisons (excluding new facilities) reduced by at least 20% compared to 2018 level

Target 6.3: By 2023, all regulations, procedures and guidelines under Prisons and Parole Act are formulated and published

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 6.1: Strengthen legal and regulatory framework of prisons and detention facilities in accordance with international standards	Action 6.1a: Develop and amend laws and regulations relating to prisons and detention facilities to address the issues identified in the Jail Audit report [Jail audit:14]	●	●	●			AGO	People's Majlis, MoHA, MCrS
	Action 6.1b: Establish administrative standards based on categories of juvenile and adult facilities (correctional, remand, custodial), segregated by gender	●	●				MoHA	MCrS, MPS, JJU
	Action 6.1c: Develop and publicise standards of prisons as required under the Prisons and Parole Act [Jail audit report:7]	●	●				MoHA	MCrS, PO
	Action 6.1d: Establish and publicise national standards and procedures on the operation of prisons in accordance with Mandela Rules [Jail audit report:7]	●	●				MoHA	MCrS
Strategy 6.2: Decentralise corrections services in line with national spatial planning [M183]	Action 6.2a: Establish and maintain regional prisons in line with National Spatial Plan [M183]	●	●	●	●	●	MoHA	MoF, MoNPI, MCrS
	Action 6.2b: Establish a remand jail in North and South region in accordance with Mandela Rules [Jail audit report:3]	●	●	●	●	●	MoHA	MoF, MoNPI, MPS
Strategy 6.3: Develop and upgrade the infrastructure and facilities of all prisons and detention facilities to ensure the rights of prisoners are respected	Action 6.3a: Initiate the upgrading of all prisons and detention facilities, to meet minimum standards, including Mandela Rules, Havana Rules, and other international best practices	●	●	●	●	●	MoHA	MCrS, MPS, MoF
	Action 6.3b: Improve the surveillance system and security monitoring camera systems in jails and detention centres without violating the inherent rights of prisoners and detainees [Jail audit report:5,6]	●	●	●			MoHA	MCrS, MPS, MoF
	Action 6.3c: Improve provision of basic necessities for prisoners and detainees including medical, food, toilet, sleeping and free time [M183]	●	●	●	●		MoHA	MoF, MCrS
	Action 6.3d: Establish and implement effective mechanisms for family visits and phone calls [M181]	●	●	●			MCrS	MoHA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 6.3e: Establish special care units for elderly people and people suffering from permanent disabilities or requires long term medication		●	●	●	●	MoHA	MoGFSS, MPS, MCrS
	Action 6.3f: Develop a detention facility for illegal and or undocumented immigrants		●	●	●	●	MoHA	MCrS, Immigration
Strategy 6.4: Develop the human resource of MCrS to help reduce reoffending	Action 6.4a: Increase awareness of laws, regulations, Mandela Rules and other relevant international standards among prison staff	●	●	●	●	●	MoHA	MCrS, MPS, PSTI
	Action 6.4b: Revise the existing training curricula of prison staff to incorporate enough components related to rehabilitation and reintegration	●	●				MoHA	MCrS, MPS
	Action 6.4c: Strengthen Institute for Correctional Service (ICOST) to cater to national training needs related to prisons and detentions	●	●	●	●	●	MoHA	MCrS, MPS, PSTI
	Action 6.4d: Increase share of uniformed staff who are graduates in the fields of psychotherapy, psychology, criminology, social work and teaching	●	●	●	●	●	MoHA	MCrS, MoHE
Strategy 6.5: Strengthen the governance and management of detention system [Jail audit report:12]	Action 6.5a: Establish an interoperable prisons management system [Jail audit report:16, 18] [To be coordinated and implemented with Policy 2 of ICT subsector matrix]	●	●	●	●	●	MoHA	MCrS, MPS
	Action 6.5b: Conduct comprehensive training programs and continuous professional development programs on law enforcement and treatment of prisoners in accordance with international best practice	●	●	●	●	●	MoHA	MCrS, MPS, PSTI
	Action 6.5c: Establish an accessible and confidential complaints mechanism for prisoners and their family members [To be coordinated and implemented with Action 2.1d of Independent Institutions & Public Service Reform subsector matrix]	●	●	●	●		MoHA	MCrS, MPS, NDC
	Action 6.5d: Reform the mechanism to address complaints with regard to code of conduct and ethical standards of Prison Officers through enforcement of internal and external disciplinary measures	●	●	●			MoHA	MCrS

Policy 7: Effective rehabilitation of offenders to reintegrate them into the society [M181]**Targets:**

Target 7.1: By 2023, the number of prisoners enrolled in rehabilitation programs increased by at least 50% compared to 2018

Target 7.2: By 2023, at least 50% of prisoners in the program is successfully reintegrated back into the society

Target 7.3: By 2023, non-custodial punishment system is operational

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 7.1: Improve the procedures on parole and presidential pardons to ensure fairness, transparency and effectiveness of the processes	Action 7.1a: Review and revise the parole and presidential pardons procedure [M182]	●	●				MoHA	MCrS, PO, AGO
	Action 7.1b: Establish an effective monitoring mechanism to monitor the inmates who are released under parole and presidential pardons	●	●	●			MoHA	MCrS, MPS
Strategy 7.2: Develop and implement rehabilitation programs in detention facilities with the view to instilling skills and prioritising social reintegration	Action 7.2a: Formulate an all-encompassing rehabilitation framework for detainees <i>[To be coordinated and implemented with Action 4.2a of Social Protection subsector matrix]</i>	●	●	●			MoHA	MCrS, CSOs, JJU, MoGFSS
	Action 7.2b: Develop necessary infrastructure for rehabilitation and reintegration including halfway houses, vocational training facilities, counselling units etc.	●	●	●	●	●	MoHA	MCrS, MoHE, MoNPI, MoF, MoGFSS
	Action 7.2c: Develop human resource capacity to effectively run the rehabilitation programs	●	●	●	●	●	MoHA	MCrS, MoHE, MoF, NDA, MoGFSS, PSTI
Strategy 7.3: Develop and implement an effective nation-wide program to reintegrate offenders back into the community	Action 7.3a: Introduce and implement a prisoner's reintegration program for inmates who are released, including facilitation of employment opportunities for rehabilitated offenders in collaboration with CSOs, SOEs and other state agencies <i>[To be coordinated and implemented with Action 4.2a of Social Protection subsector matrix]</i>	●	●	●			MoHA	CSOs, PO, MCrS, SOEs, MoYSCE, MoGFSS, MED
	Action 7.3b: Conduct public awareness campaigns on reintegrating offenders	●	●	●	●	●	MoHA	MCrS, MoYSCE
	Action 7.3c: Establish proper monitoring mechanisms for community reintegration programs <i>[To be coordinated and implemented with Action 4.2b of Social Protection subsector matrix]</i>	●	●	●			MoHA	MCrS, MoGFSS

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 7.4: Introduce non-custodial punishments system	Action 7.4a: Establish legal and regulatory framework for non-custodial punishments	●	●	●			AGO	MoHA, Courts, PGO, MPS, MCrS, People's Majlis
	Action 7.4b: Introduce Community Service Officers, and provide training and capacity building for the staff allocated			●	●	●	MoHA	Courts, PGO, MPS, AGO, MCrS, MoYSCE, PSTI, CSC
	Action 7.4c: Establish a monitoring mechanism in collaboration with local councils and Law Enforcement Agencies			●	●	●	MoHA	Courts, PGO, MPS, AGO, MCrS, LGA, Local Councils

Policy 8: Strengthen the juvenile justice system through rehabilitation and reintegration**Targets:**

Target 8.1: By 2021, juvenile detention and rehabilitation facility is operationalised

Target 8.2: By 2023, at least 50% of children enrolled in the program is successfully reintegrated back into the society

Target 8.3: Between 2020 to 2023, the number of children supported through early intervention system increased by 20% annually

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 8.1: Develop a comprehensive juvenile justice system	Action 8.1a: Enact and implement the Juvenile Justice Act [Police SAP 2019 (4.70)] <i>[To be coordinated and implemented with Action 2.2b of Social Protection subsector matrix]</i>	●	●				MoHA	JJU, AGO, MPS, Courts, MoGFSS, People's Majlis
	Action 8.1b: Establish a juvenile detention and rehabilitation facility <i>[To be coordinated and implemented with Action 4.1e of Social Protection subsector matrix]</i>	●	●	●			MoHA	MCrS, JJU, MoNPI, MoF
	Action 8.1c: Develop specialised and adequately trained professionals such as specialised judges, prosecutors, correctional officers and police officers	●	●	●	●	●	MoHA	JJU, AGO, MPS, Courts, MoGFSS, DJA, MCrS, PSTI
Strategy 8.2: Improve early intervention and support system to address the needs of at-risk juveniles and young adults	Action 8.2a: Establish mechanisms and diversionary programs for at-risk juveniles and young adults <i>[To be coordinated and implemented with Action 2.2a of Youth and Strategy 1.2 of Education subsector matrices]</i>	●	●	●	●		MoHA	JJU, AGO, MPS, Courts, MoGFSS, DJA, MCrS, MoYSCE
	Action 8.2b: Develop a juvenile delinquency prevention and early intervention program for police at all levels	●	●	●	●	●	MoHA	MPS, JJU, MoGFSS
	Action 8.2c: Develop an effective community-based services and programs for the prevention of juvenile delinquency	●	●	●	●	●	MoHA	JJU, MCrS

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 8.3: Develop and implement an effective nationwide program to reintegrate juvenile offenders and children in conflict with laws back into the community	Action 8.3a: Introduce and implement a reintegration program including skills development for juvenile offenders and children in conflict with laws <i>[To be coordinated and implemented with Strategy 1.2 of Education subsector matrix]</i>	●	●	●			MoHA	JJU, MoHE, TVET, MPS, MoGFSS, MoE
	Action 8.3b: Conduct public awareness campaigns on reintegrating juvenile offenders and children in conflict with laws		●	●	●		MoHA	JJU, MoHE, MPS, MoGFSS
	Action 8.3c: Establish proper monitoring mechanisms for community reintegration programs		●	●			MoHA	JJU, MoHE, MPS, MoGFSS, Local Councils

5.2 NATIONAL SECURITY & PUBLIC SAFETY

Maldives like many small developing states is exposed to a range of national security threats. The subsector sets out several policy priorities including promoting peace and stability, strengthening the inter-agency institutional approach to addressing national security through a National Securities Bill, increasing public trust and confidence in police services for gauging public safety including crime prevention and efforts to detect crimes early.

Policy 1: Ensure protection of the Constitution and right to security of all citizens with a focus on maintaining peace and stability of the nation [M19, MM9.2.2]

Targets:

Target 1.1: Between 2021 to 2023, number of security personnel trained through the TECOM increased by 20% annually

Target 1.2: By 2023, improve public perception ranking of security forces by 25% compared to 2018 levels

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Strengthen the capability of Security Agencies based on modern technology and techniques in order to protect and defend territorial waters, land territory and all resources contained therein	Action 1.1a: Establish a Training and Education Command (TECOM), in order to have a well-trained force across all defence, security and law enforcement agencies	●	●	●			MNDF	MoD, PSTI
	Action 1.1b: Develop new training content, adopting new modes and methods of delivery and integration of technology including seeking foreign training and exercise opportunities	●	●	●	●	●	MNDF	MoD, MoFA, PSTI
	Action 1.1c: Create Area Command operation centres and fusion centres to support joint full spectrum operations to increase operational capacity of MNDF	●	●	●	●	●	MNDF	MoD, MoF
	Action 1.1d: Expand existing maritime mobility platforms used in border security / enforcement	●	●	●	●	●	MNDF	MoD, Immigration, MCS
	Action 1.1e: Increase Intelligence, Surveillance and Reconnaissance (ISR) detection and monitoring capacity of MNDF through radar and aerial platforms to increase Maritime Domain Awareness (MDA)	●	●	●	●	●	MNDF	MoD, MoF, MoFA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.2: Increase the ability of the MNDF to provide prompt and speedy first responder services in the event of a disaster and national emergencies	Action 1.2a: Facilitate to review and update National Emergency Operations Plan (NEOP) in collaboration with NDMA to make it comprehensive and to cover all emergencies including health, natural disaster and climate induced events <i>[To be coordinated and implemented with Action 1.2b of Resilient Communities subsector matrix]</i>	●	●				MNDF	MRC, NDMA, MoNPI, MoH, MoEn, MMS, MoT, MPS, LGA, Local Councils
	Action 1.2b: Conduct a national risk assessment for major hazards and threats of national significance that may cause significant impact in the Maldives	●	●	●			NDMA	MNDF, MRC, MoD, MPS, MoNPI, MoH, MoEn, MMS, MoT, MPS, LGA, Local Councils
	Action 1.2c: Facilitate implementation of NEOP for the NDMA and national disaster steering committee including training local communities on disaster preparedness and conducting simulation exercises on a regular basis <i>[To be coordinated and implemented with Strategy 4.1 of Resilient Communities subsector matrix]</i>	●	●	●	●	●	MNDF	MoD, NDMA
	Action 1.2d: Expand and upgrade MNDF's emergency and first responder capacity (sea ambulance, firefighting and technical rescue) through acquisition of new equipment, training and integration of technology	●	●	●	●	●	MNDF	MoD, NDMA, MoF

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.3: Improve public relations and play a responsible role as a member of the international community in maintaining peace and stability	Action 1.3a: Conduct public awareness and enhance strategic communication and perception management by defence, security and law enforcement agencies in order to create public support and foster positive image	●	●	●	●	●	MNDF	MoD, Law Enforcement Agencies
	Action 1.3b: Establish the Directorate of Civil Affairs	●	●	●			MNDF	MoD
	Action 1.3c: Seek international support and linkages to expand military to military connections, staging additional defence attaches <i>[To be coordinated and implemented with Action 1.5a of Foreign Affairs subsector matrix]</i>	●	●	●	●	●	MNDF	MoD, MoFA
	Action 1.3d: Increase interaction with media and improve security sector institutional capacity to strategically manage public affairs and media relations proactively	●	●	●	●	●	MoD	MNDF, MPS, PO, MoHA, NCTC
	Action 1.3e: Increase inter-operability of MNDF forces with civilian authorities	●	●	●	●	●	MNDF	MoD
Strategy 1.4: Strengthen the regulatory framework in order to protect the lives and the property of citizens in all instances of danger occurring on land or sea	Action 1.4a: Review and implement regulatory framework on dangerous/hazardous goods such as "Fuel Storage and Handling Regulation" and "Regulation on Weapons and Ammunition brought for the safety of vessels"		●				MNDF	EPA, MoEn, STO, SOEs, AGO
	Action 1.4b: Enact and implement a regulation on Liquid Petroleum Gas to articulate the standards to store and handle cooking gas		●	●			MNDF	EPA, MoEn, STO, SOEs, AGO
	Action 1.4c: Enact and implement Hazardous Chemical Regulation to reduce the incidents caused by hazardous chemicals <i>[To be coordinated and implemented with Action 1.1l of Environmental Protection & Preservation subsector matrix]</i>		●				MNDF	NDMA, EPA, MoEn, STO, SOEs, AGO

Policy 2: Create a safe, secure and inclusive society by reducing the threat of terrorism and violent extremism**Targets:**

Target 2.1: By 2020, at least 1 facility is operational for de-radicalisation and rehabilitation

Target 2.2: By 2023, terrorism threat level reduced by 20%

Target 2.3: Between 2020 to 2023, the number of individuals re-integrated through early intervention system increased by 20% annually

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Strengthen policy, institutional and legal framework to reduce the threat of terrorism and violent extremism	Action 2.1a: Formulate, implement and monitor the National Action Plan (NAP) on Preventing and Countering Violent Extremism (P/CVE) to clarify roles and strengthen the role of stakeholders in information and intelligence sharing between relevant authorities	●	●				PO	MNDF, MPS, MoHA, MoIA, MoE, NGOs, MoYSCE, MoGFSS, NCTC
	Action 2.1b: Establish a centrally coordinated inter-agency mechanism to address threat of terrorism and violent extremism and demarcate roles for counter radicalisation and operational arms of counter terrorism agencies in preventing and countering violent extremism	●	●				PO	MNDF, MPS, MoHA, MoIA, MoE, MoHE, MoYSCE, NGOs, NCTC
	Action 2.1c: Establish legal framework including amendments to existing laws and regulations to tackle violent extremism, hate speech and Foreign Terrorist Fighters (FTFs), and their associates	●	●				AGO	NCTC, MPS, NGOs, MoHA, PO, MoD, People's Majlis
	Action 2.1d: Establish a security clearance classification mechanism at state institutions	●	●	●	●		PO	MCS, Immigration, MPS, MNDF, MoHA, MoD, MCrS
	Action 2.1e: Enter into mutual legal assistance treaties with states and parties relevant to counter terrorism policing <i>[To be coordinated and implemented with Action 1.5a of Foreign Affairs subsector matrix]</i>	●	●	●	●	●	MoFA	MPS, NCTC, PGO, AGO, MNDF, PO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 2.1f: Enhance the screening and monitoring mechanisms of individuals who are permitted to give religious sermons and that of local and foreign imams and teachers <i>[To be coordinated and implemented with Action 2.3b and 2.3c of Islamic Faith subsector matrix]</i>	●	●	●			MoIA	MPS, NCTC, Immigration, MoHA
	Action 2.1g: Facilitate programs to enhance the capacity of investigators, prosecutors and judges to successfully handle cases of terrorism and violent extremism <i>[To be coordinated and implemented with Action 3.3b and 4.2c of Rule of Law & Judicial Reform subsector matrix]</i>	●	●	●	●		PO	MoHA, MPS, PGO, DJA, PSTI, NCTC
	Action 2.1h: Establish a monitoring framework and formulate comprehensive procedures and processes in dealing with FTFs and returnee families	●	●				MoHA	NCTC, PO, MNDF, MCrS, MPS, JJU, MoGFSS, MoFA, International parties
Strategy 2.2: Develop and implement an effective rehabilitation and de-radicalisation program with a key focus on re-integration	Action 2.2a: Establish a de-radicalisation and rehabilitation facility with necessary capacity and resources	●	●				MoHA	MPS, NCTC, MoIA, MoE, MoGFSS, JJU, MoF
	Action 2.2b: Create a mechanism to identify and intervene at the primary stages of radicalisation/violent extremism of individuals, groups and potential communities in order to re-integrate them into the society	●	●				MoHA	MNDF, MPS, NCTC, MoIA, MoE, NGOs, PO, MoYSCE, MoGFSS, Local Councils
	Action 2.2c: Establish a mechanism for risk assessment and segregation of violent and non-violent prisoners to lower inmates' risk of radicalisation, and integrate de-radicalisation into prison policies	●	●				MoHA	MCrS, MPS, MoIA, MoE, NCTC, NGOs, MoYSCE, MoGFSS

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.3: Design and implement a community-driven prevention mechanism to build a more resilient, connected and less vulnerable society	Action 2.3a: Develop and implement nation-wide programs (including awareness campaigns, counter narrative programs) to limit negative/violent/extremist influence on national identity and values, and to create a moderate society [NCTC Strategy 2019] <i>[To be coordinated and implemented with Action 1.1a and 1.1b of Islamic Faith subsector matrix]</i>	●	●	●	●	●	MoHA	PO, NCTC, MoFA, MoIA, MPS, MoHA, MoYSCE
	Action 2.3b: Design and conduct sensitisation programs on counter terrorism and violent extremism for the media, judiciary and public officials	●	●	●	●	●	MoHA	NCTC, MPS, MoGFSS, MoYSCE, DJA
	Action 2.3c: Establish a peer led psychosocial and community support mechanism [NCTC Strategy 2019]		●	●			MoGFSS	NCTC, MoYSCE, MoHA, MPS, CSOs
	Action 2.3d: Enhance educational curriculum to boost youth skills around social cohesion, critical thinking, communication and online literacy [NCTC Strategy 2019] <i>[To be coordinated and implemented with Action 2.1a of Education subsector matrix]</i>		●	●			MoE	NCTC, MoYSCE, MoHE, MoGFSS, MoE
	Action 2.3e: Enhance the role of media in preventing and countering violent extremism and to counter disinformation campaign of violent extremist groups	●	●	●	●	●	MoHA	NCTC, PO, Media, MoHE, MBC

Policy 3: Strengthen the national security framework to ensure a holistic inter-agency approach towards defence, national security and public safety
[\[MM9.1, M16\]](#)

Targets:

Target 3.1: By 2023, national security bill is fully implemented

Target 3.2: By 2023, at least 10 new trainings conducted to improve operational agencies mandated to collect intelligence - MNDF, MPS, Immigration, MCS, MMA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Formulate a comprehensive legal and policy framework on national security policy and strategy [MM9.1.4, MM9.1.5, MM9.1.2]	Action 3.1a: Enact the National Security Bill to empower functioning of National Security Council (NScC) to generate a more holistic and coordinated inter-agency response to national security and public safety issues	●	●				AGO	MoD, MoHA, MPS, MCS, Immigration, NDMA, MNDF, NCTC, PO, MoFA, People's Majlis, NScC
	Action 3.1b: Establish national inter-agency security working group under the guidance of NScC to formulate a comprehensive and holistic national security policy and strategy	●	●	●	●		NScC	MoD, MoHA, MPS, AGO, MCS, Immigration, MNDF, NDMA
	Action 3.1c: Establish a national command mechanism to facilitate succession of command during national crises and emergencies	●	●	●			NDMA	MoD, MoHA, MPS, AGO, MCS, NScC, Immigration, NDMA, MNDF
Strategy 3.2: Strengthen the national framework on collection, collation, analysis and interpretation of intelligence across all concerned agencies	Action 3.2a: Establish inter-agency threat and risk assessment mechanism to formulate integrated national threat assessment	●	●	●			NScC	MoD, MoHA, MPS, AGO, MCS, Immigration, NDMA, MNDF
	Action 3.2b: Facilitate intelligence fusion mechanism within MNDF Joint (Inter-agency) Operations Centre to provide real-time intel updates to decision makers and NScC	●	●	●	●		NScC	MoD, MoHA, MPS, AGO, MCS, Immigration, NDMA, MNDF, MMA
	Action 3.2c: Establish a framework to allow secure sharing of intelligence on common threats/priorities across relevant agencies	●	●				NScC	MNDF, MoD, MPS, Immigration, MMA
	Action 3.2d: Increase capabilities of operational agencies mandated to collect intelligence - MNDF, MPS, Immigration, MCS, MMA	●	●	●			NScC	MNDF, MoD, MPS, Immigration, MMA, MCS

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.3: Ensure proper accountability and integrity of the security services [P73, M19]	Action 3.3a: Adopt NATO Integrity training curriculum and develop/ deliver a training module focusing on anti-corruption and integrity in national security operations <i>[To be coordinated and implemented with Strategy 2.3c of Eliminating Corruption subsector matrix]</i>	●	●				NScC	MPS, MNDF, MCrS, PSTI
	Action 3.3b: Establish a proper mechanism to record and manage all police interactions with public when detaining a person [Jail Audit report 2019] <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>	●	●				MPS	MoHA, MCrS
	Action 3.3c: Establish a transparent and credible mechanism to ensure officers of security services adhere to their code of conduct and ethical standards [MM9.3.8]	●	●				NScC	MPS, MNDF

Policy 4: Ensure a safer community through effective and professional policing service to build public confidence [M120]

Targets:

Target 4.1: By 2023, all police officers and staff to have undergone training on ethics, human rights and rule of law at least once

Target 4.2: By 2023, the share of female police officers increased by 20% compared to 2018 levels

Target 4.3: By 2023, road accidents reduced by 30% compared to 2018 levels and road accident fatalities reduced by 50% compared to 2018 levels

Target 4.4: By 2023, improve public perception ranking of Maldives Police Service by 25% compared to 2018 levels

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Strengthen legal framework to ensure effective delivery of policing services	Action 4.1a: Review and revise relevant legislations including but not limited to Police Act (2008); Anti-Terrorism Act (2015); Anti-Money Laundering and Terrorism Financing Act (2014); Land Transport Act (5/2009); Gang Suppression Act; Anti-Social Behaviour Act	●	●	●			AGO	MPS, NCTC, PO, MoHA, ACC, MMA, People's Majlis
	Action 4.1b: Enact new laws to assist detection, prevention and prosecution of complex financial and economic crimes, cyber crimes, juvenile offending; juvenile exploitation [MM9.3.5, MM9.3.5, P72]	●	●	●	●	●	AGO	MoHA, JJU, MoCST, MoED, MMA, ACC, PGO, NDC, CAM, MPS, People's Majlis
	Action 4.1c: Develop and enact legislations preventing the victimisation, abuse, exploitation and the use for criminal activities of children and young persons	●	●	●	●	●	AGO	JJU, MoGFSS, MoYSCE, MoHA, PGO, MoE, MPS, People's Majlis
	Action 4.1d: Formulate a modern legal framework to eliminate the misuse of intelligence reports and to strengthen regulation of private security sector [MM9.3.12, P70]		●	●	●	●	AGO	MPS, MNDF, PGO, People's Majlis
	Action 4.1e: Introduce and implement minimum standards for Tourism Safety and Security [To be coordinated and implemented with Action 6.3a of Tourism subsector matrix]	●	●	●	●	●	MoT	MoHA, MPS
	Action 4.1f: Develop and implement a national crime prevention strategy with a view to develop a multi-agency partnership approach to crime prevention and integrate elements to suppress gang violence [MM9.3.3, M120]		●	●	●	●	MoHA	Law Enforcement Agencies, MoYSCE, NGOs, JJU

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.2: Develop a reform program to make MPS a more service-oriented organisation focused on transparency, accountability and responsibility [MM9.3.7, Police SAP 2019, P69]	Action 4.2a: Increase the capacity of Police to strengthen policing practices and establish a culture of continuous learning within the MPS to build a professional and competent workforce [M20, MM9.3.11]	●	●	●	●	●	MPS	MoE, MoHE, MoHA
	Action 4.2b: Revise the existing training curricular of police trainings to improve the quality of teaching ethics, human rights and rule of law	●	●				MPS	PSTI, MoHA, MoHE, NGOs
	Action 4.2c: Develop an E-Learning Platform available for all police officers and staff		●	●			MPS	NDC, MoF
	Action 4.2d: Introduce measures to ensure gender parity within MPS <i>[To be coordinated and implemented with Policy 3 of Gender Equality subsector matrix]</i>	●	●	●			MPS	MoGFSS, MoHE, MoED, NGOs
Strategy 4.3: Strengthen community engagement and collaboration to ensure safety of local communities [Police SAP 2019]	Action 4.3a: Increase community engagement/community focused policing including expansion of neighbourhood policing service	●	●	●	●	●	MPS	Local Councils, NGOs,
	Action 4.3b: Establish a mechanism for the appropriate co-ordination between relevant stakeholders to prevent juvenile delinquency and youth crime <i>[To be coordinated and implemented with Action 8.2b and 8.2c of Rule of Law & Judicial Reform subsector matrix]</i>	●	●				MPS	MoGFSS, MoHA, MoYSCE, ARC, MoH, MoE, JJU, DJA, NSPA, NGOs,
	Action 4.3c: Conduct cyber safety programs for children and parents [MM9.3.5, P72] <i>[To be coordinated and implemented with Action 1.3a of ICT subsector matrix]</i>	●	●	●	●	●	MPS	MoE, MoGFSS, ARC, NGOs
	Action 4.3d: Formulate and implement regional and sub-regional policing models in line with national spatial planning and local needs [MM9.3.10]	●	●	●	●	●	MPS	PO, MoHA, MoCST, NDC, Local Councils
	Action 4.3e: Review and strengthen capital area policing model	●	●	●	●	●	MPS	MoHA, Local Councils

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.4: Enhance operational readiness to increase ability and capability to detect and prevent crimes and improve response time [Police SAP 2019, M20]	Action 4.4a: Build intelligence capacity and implement smart solutions to detect and reduce crime rates	●	●	●	●	●	MPS	PSTI, MoHA, NDC
	Action 4.4b: Improve emergency preparedness and develop multi-skilled and competent first responders including first aid training given to all police personnel <i>[To be coordinated and implemented with Strategy 4.1 of Resilient Communities subsector matrix]</i>	●	●	●	●	●	MPS	NDMA, MRC, MNDF
	Action 4.4c: Review and develop existing framework of investigation capabilities [MM9.3.14, MM9.3.9, MM9.3.4] <i>[To be coordinated and implemented with Action 3.1d of Health subsector matrix]</i>	●	●	●			MPS	PGO, HRCM, DJA, International Partners
Strategy 4.5: Strengthen the ability and capacity of Maldives Police Service to effectively respond to policing on land and sea [Police SAP 2019]	Action 4.5a: Increase hotspot policing to reduce road fatalities, accidents, anti-social behaviour and criminal harassment of women	●	●	●	●	●	MPS	HPA, MoH, MoTCA, MRC, Local Councils
	Action 4.5b: Conduct periodic and scheduled road and maritime safety awareness and incident reduction campaigns with greater focus on young drivers	●	●	●	●	●	MPS	HPA, MoH, MoTCA, MRC, Local Councils
	Action 4.5c: Increase marine police fleet to strengthen maritime policing and maritime law enforcement [MM9.3.13]		●	●	●	●	MPS	MoHA, PO
Strategy 4.6: Strengthen evidence-based policy making in national security and public safety	Action 4.6a: Create avenues for research into national security and public safety areas through collaboration with the MNU and fund/sponsor research to provide empirical and analytical feedback for national security issues	●	●	●			MPS	MoD, MoHA, MoE, MoHE, MNU
	Action 4.6b: Introduce police Research Fellow Scheme in collaboration with the Ministry of Higher Education	●	●	●			MPS	MoD, MoHA, MoE, MoHE, MNU, NGOs
	Action 4.6c: Conduct a baseline study on victimisation (National Victimisation Study)	●	●	●	●		MPS	MoD, MoHA, MoE, MoHE, MNU, NGOs
	Action 4.6d: Conduct a research on effectiveness of contact with children, which includes child witnesses, child victims, and children in conflict with the law	●	●	●	●		JJU	MoD, MoHA, MoE, MoHE, MNU, NGOs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.7: Facilitate adoption of digital policing and law enforcement	Action 4.7a: Connect all criminal justice agencies digitally through a common data-sharing platform <i>[To be coordinated and implemented with Action 4.4a of Rule of Law & Judicial Reform and Policy 2 of ICT subsector matrices]</i>		●	●	●		AGO	MoCST, NDC, MPS, DJA, PO, PGO
	Action 4.7b: Establish a cyber-policing centre and introduce legislative/regulatory mechanisms for cyber policing, Digital Policing, and E-Crimes investigation and prosecution <i>[To be coordinated and implemented with Action 1.3a of ICT subsector matrix]</i>	●	●	●			MPS	MoCST, NDC, PO, PGO
	Action 4.7c: Upgrade and expand Radio Telecommunication (TETRA) system to effectively cover whole Maldives	●	●	●	●		MPS	MoCST, NDC, CAM
	Action 4.7d: Improve the security and safety of ICT infrastructure <i>[To be coordinated and implemented with Strategy 1.3 of ICT subsector matrix]</i>	●	●	●			MPS	MoCST, NDC

5.3 ELIMINATING CORRUPTION

For years, corruption and abuse of power have hindered economic growth as well as institutional development in the Maldives. In response to the global issue of countering corruption, the Maldives acceded to the United Nations Convention against Corruption (UNCAC) in 2007. As part of the democratic transition, the Anti-Corruption Commission was established under the 2008 Constitution and the enactment of the Anti-Corruption Commission Act (Law Number 13/2008)⁵, followed. The 2008 Constitution also enabled the formation of an Office of the Auditor General. Both institutions are mandated to flag unlawful activities and prevent corruption in the public sector. However, in recent years, both institutions have failed to perform their oversight functions adequately on account of politicisation and a lack of accountability. As a result, the Maldives witnessed deceleration in the development and implementation of robust anti-corruption mechanisms.

Despite the enactment of new laws and procedures, the execution capacities of the anti-corruption machinery continue to face constraints and challenges. The absence of a comprehensive legal framework to combat corruption; shortfalls in the implementation of the regulatory framework and necessary safeguards; and overcoming political power and influence to establish an effective preventive system; are major constraints and challenges. The risk of corruption is inherently rationalised in the public sector, where pervasive and systematic corruption is linked to weaknesses in governance (including accountability and transparency), and a culture of poor integrity and work ethic. The Freedom in the World 2019 report states that "Corruption remains endemic at all

levels of government." According to the report, the ACC "...is only moderately effective, often launching investigations and taking other actions in response to public complaints, but rarely holding powerful figures to account for abuses." It notes the imprisonment or forced exile of whistle-blowers and journalists reporting on corruption since 2016. The report goes on to highlight how "Large state contracts for infrastructure and other projects are regularly awarded through opaque processes, in which bribery and kickbacks are widely believed to play a role. It also notes how annual asset declarations submitted by the president, cabinet ministers and members of parliament in compliance with the Constitution are not made public. In the past, "the relevant agencies have even resisted disclosing how many officials comply with the rule."⁶ The country ranked 124 of 180 countries in Transparency International's 2018 Corruption Perceptions Index.

The subsector policies priorities centre on establishing a Presidential Commission on corruption and asset recovery, fostering greater accountability, transparency and integrity in state institutions, eliminating avenues for corruption, increasing integrity of all public officials and reforming all key institutions mandated with the investigation and prosecution of all cases of corruption and bribery.

⁵ <https://acc.gov.mv/en/about/> (accessed on 07/06/2019)

⁶ <https://freedomhouse.org/report/freedom-world/2019/maldives>. Freedom House, Freedom in the World 2019.

Policy 1: Adopt Zero Tolerance in eliminating corruption within all affairs of the State**Targets:**

Target 1.1: By 2021, NACP is operationalised

Target 1.2: By 2021, Integrity Officers are active and implementing their roles

Target 1.3: By 2023, response to information requested for investigation and prosecution by the state institutions is expedited by 30% compared to 2018 levels

Target 1.4: By 2023, ranking of Corruption Perception Index (CPI) for Maldives improved by more than 50% compared to 2018 levels

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Strengthen policy and institutional framework for prevention of corruption	Action 1.1a: Develop and implement a National Anti-Corruption Policy (NACP) in collaboration with national stakeholders and a corruption prevention action plan with proper written anti-corruption standards in institutional policies, practices and strategies under NACP	●	●	●			ACC	PO, All State Institutions, CSOs, Private Sector, Donor Agencies
	Action 1.1b: Provide public accessibility to the policy progress and the implementation of NACP		●	●			ACC	PO, All State Institutions, CSOs, Private Sector
	Action 1.1c: Establish and train Integrity Committee/Integrity Officers		●	●			ACC	PO, All state institutions, CSOs, Private Sector
	Action 1.1d: Facilitate exchange of timely and speedier information necessary for prevention, investigation and awareness needs		●	●	●	●	ACC	All State Institutions
	Action 1.1e: Grant easy and speedier access to all databases in relation to criminal investigations <i>[To be coordinated and implemented with Action 4.4a of Rule of Law & Judicial Reform , Action 2.2e of Independent Institutions & Public Service Reform and Policy 2 of ICT subsector matrices]</i>			●	●			MoHA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.2: Enhance management of anti-corruption risks assessments	Action 1.2a: Conduct corruption risk assessments to identify and mitigate corruption risks and establish corruption prevention standards for state institutions	●	●	●	●	●	ACC	All State Institutions
	Action 1.2b: Conduct institutional corruption risk self-assessments and formulate mitigation plans		●	●	●	●	ACC	All State Institutions
	Action 1.2c: Develop an oversight mechanism to monitor the implementation of recommendations provided under prevention research	●	●	●	●	●	ACC	All State Institutions
	Action 1.2d: Establish Corruption Prevention Committees to achieve the purpose of risk assessments		●	●			ACC	All State Institutions
Strategy 1.3: Review and strengthen legal framework related to corruption in line with international best practices	Action 1.3a: Review and improve legal framework to facilitate joint investigation by ACC and Police and enable both parties to initiate investigations		●	●			AGO	MPS, People's Majlis
	Action 1.3b: Identify and eliminate the gaps in current legal framework that enable corruption and unfair practices which may harm businesses and weakens governance mechanisms in state institutions [M93]		●	●			AGO	Law Enforcement Agencies, MoED, People's Majlis
	Action 1.3c: Establish a legal framework that ensures implementation of United Nations Conventions Against Corruption (UNCAC) including revisions to the ACC Act, Penal Code, Criminal Procedure Code and Public Finance Regulation			●	●		AGO	ACC, People's Majlis
	Action 1.3d: Enact a comprehensive Asset Recovery Act [M175]	●	●	●			AGO	Law Enforcement Agencies, People's Majlis
	Action 1.3e: Develop and implement legislation on illicit enrichment	●	●	●			AGO	ACC, TM, People's Majlis

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.4: Establish a robust whistle-blower and witness protection regime	Action 1.4a: Adopt a new and modern Rules of Evidence and witness protection law <i>[To be coordinated and implemented with Action 4.3a of the Rule of Law & Judicial Reform subsector matrix]</i>	●	●	●	●	●	AGO	PGO, MPS, People's Majlis
	Action 1.4b: Facilitate full implementation of whistle-blowers protection act		●	●	●	●	ACC	All State Institutions
	Action 1.4c: Establish avenues for reporting corruption		●	●	●	●	ACC	PO
Strategy 1.5: Ensure integrity and transparency in public finances	Action 1.5a: Amend Public Finance Act and Regulation to eliminate gaps in the legal framework <i>[To be coordinated and implemented with Action 3.1a of Accountable State subsector matrix]</i>	●	●	●			AGO	MoF, People's Majlis
	Action 1.5b: Facilitate periodic publication of details of state revenue and expenditure	●	●	●	●	●	MoF	
	Action 1.5c: Establish a web platform which the public gets access to information related to status, awardee of the tender of all budgeted and on-going activities of the state <i>[To be coordinated and implemented with Strategy 3 of the ICT and Action 2.2e of Independent Institutions & Public Service Reform subsector matrices]</i>	●	●	●			MoF	NDC
	Action 1.5d: Review and revise government procurement guidelines and manuals to clear the ambiguities with the current public finance regulation <i>[To be coordinated and implemented with Action 3.1b of Accountable State subsector matrix]</i>		●				MoF	ACC, AGO, PO, MoEn, MoED, BCC

Policy 2: Foster greater accountability, transparency and integrity of state institutions

Targets:

Target 2.1: By 2023, an effective and active mechanism exists for public to lodge complaints on integrity of institutions

Target 2.2: By 2023, all public officials mandated by the law have completed at least 1 round of asset and wealth declaration

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Develop a robust asset declaration, conflict of interest and gift management system	Action 2.1a: Establish a legal framework to mandate asset and wealth disclosure and reporting mechanisms of public officials and politically exposed persons (PEP) including parliamentarians, judges, appointees of independent commissions etc. <i>[To be coordinated and implemented with Action 3.2e of Rule of Law & Judicial Reform subsector matrix]</i>		●	●	●		AGO	ACC, PO, Audit Office, People's Majlis
	Action 2.1b: Review the existing conflict of interest and gift related provisions and develop a comprehensive regulatory mechanism <i>[To be coordinated and implemented with Action 3.2d of Rule of Law & Judicial Reform subsector matrix]</i>		●	●	●		AGO	ACC
Strategy 2.2: Promote a culture of integrity and honesty through education and awareness for the society	Action 2.2a: Launch the Integrity for schools Program and implement values education as promoted in the current curriculum <i>[To be coordinated and implemented with Action 2.1a of Education subsector matrix]</i>	●	●	●	●	●	MoE	ACC
	Action 2.2b: Educate public officials on illicit enrichment		●	●	●	●	ACC	Law Enforcement Agencies

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.3: Increase integrity and promote awareness on anti-corruption and good governance for all state officials	Action 2.3a: Conduct regular awareness and integrity programs for target groups	●	●	●	●	●	ACC	
	Action 2.3b: Establish, review and strengthen codes of conduct for all public officials (ex: Parliamentarians, PEPs, council members)	●	●	●			ACC	PO
	Action 2.3c: Facilitate in adopting NATO Integrity training curriculum and support to develop/deliver a training module focusing on anti-corruption and integrity for security sector <i>[To be coordinated and implemented with Action 3.3a of National Security & Public Safety subsector matrix]</i>		●	●	●	●	NScC	ACC, MPS, MNDF, MCrS, PSTI
	Action 2.3d: Establish a centralised mechanism for public to lodge complaints on integrity of institutions <i>[To be coordinated and implemented with Action 2.1d of Independent Institutions & Public Service Reform and Strategy 3.2 of ICT subsector matrices]</i>		●	●	●	●	ACC	PO, NDC, CSC

5.4 ACCOUNTABLE STATE

Building an accountable state is premised on Article 4 of the Constitution, which affirms that all powers of the State of the Maldives are derived from, and remain with, the citizens. The new government has reiterated that State actors need to be accountable and answerable to the public. When it comes to Parliamentary oversight, the legislature has been facing challenges in the past with regard to its authority, capacity and performance. It was largely seen as a body controlled by the Executive. Parliamentary culture as well as its role in the development of the country was increasingly questioned by the public. Deteriorating public confidence in State actors has highlighted the limited space for engagement between the State and citizens. Maldives suffers from a lack of transparency, inclusivity and participation, even though the total population is relatively small albeit spatially dispersed and has broad-based access to internet connectivity. The voices of vulnerable and marginalised groups, including in the outer atolls, do not inform decision-making. Furthermore, Maldives needs to strive for the implementation of the Right to Information Act (Law Number 1/2014), which would facilitate widespread access to and participation of citizens in public affairs.

To address these concerns, the subsector outlines policies to improve Parliamentary oversight and law-making which acts as a check and balance on the Executive and Judiciary without impinging on the independence of the judiciary, implement an open data policy to increase transparency in the functioning of the State, promote right to freedom of expression and media, create avenues for citizens to hold the State accountable and improve fiscal governance and management of public finances.

Policy 1: Strengthen the oversight function of the Parliament [M21]**Targets:**

Target 1.1: Parliamentary committees' hearings for independent institutions increased by 25% annually

Target 1.2: Parliamentary deliberations accessed by public increased by 10% annually

Target 1.3: By 2023, all parliamentarians declared their wealth and assets publicly at least once

Target 1.4: By 2023, Public confidence in parliament increased by 20% compared to 2018

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Establish adequate standards for equitable and fair parliamentary procedures for members	Action 1.1a: Revise parliamentary procedures and processes to ensure protection of parliamentary minority's rights [M21]	●	●				People's Majlis	AGO, PO
	Action 1.1b: Review code of conduct/ethics and parliamentary privileges for Parliamentarians	●	●				People's Majlis	AGO, PO
	Action 1.1c: Establish, review and strengthen gift rules and conflict of interest rules within parliamentary procedures <i>[To be coordinated and implemented with Action 2.1b of Eliminating Corruption subsector matrix]</i>	●	●	●			People's Majlis	AGO, PO, ACC
	Action 1.1d: Establish an asset declaration regime for parliamentarians that takes into account disclosure of assets, business and activities outside the jurisdiction of the Maldives, assets of public officials' spouses and children, as well as a verification and proactive mechanism and ensure it's made available to the public periodically <i>[To be coordinated and implemented with Action 2.1a of Eliminating Corruption subsector matrix]</i>	●	●	●	●		AGO	PO, People's Majlis, ACC
	Action 1.1e: Revise parliamentary procedures and processes to ensure that parliamentarians' remuneration is paid according to their committee meetings and attendance	●	●				People's Majlis	AGO, PO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.2: Ensure increased transparency in parliamentary deliberations and processes	Action 1.2a: Adopt Open Data policy for all parliamentary information in order to increase transparency of parliamentary processes and procedure (including plenary deliberations and committee meetings) to enable greater access and participation by the public and media <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>		●	●	●		People's Majlis	AGO, PO, NDC, ICOM
	Action 1.2b: Introduce legislative calendars that allow the public to keep track of Bills and their stage of passage through the Parliament		●	●	●	●	People's Majlis	AGO, PO
Strategy 1.3: Develop parliamentary committees to act as a check against Executive and Judicial overreach, and to facilitate the functioning of key institutions	Action 1.3a: Provide training and guidance to the committees of parliament, to ensure they can act as check against Executive and Judicial overreach and to adequately address professional conduct, ethics and code of conduct breach concerns directed towards State Institutions	●	●	●	●		People's Majlis	International Partners
	Action 1.3b: Introduce a vetting system that includes public consultation, before appointment and on impeachment of individuals for independent institutions <i>[To be coordinated and implemented with Action 1.3b of Independent Institutions & Public Service Reform subsector matrix]</i>	●	●	●			People's Majlis	AGO, PO
	Action 1.3c: Introduce a public reporting mechanism to the oversight committee on the mandate of the independent commissions regarding the performance of those commissions <i>[To be coordinated and implemented with Action 2.1d of Independent Institutions & Public Service Reform and Strategy 3.2 of ICT subsector matrices]</i>	●	●				People's Majlis	PO, NDC
	Action 1.3d: Improve capacity of the committees of parliament, specifically the Independent Institutions Committee to annually review performance of independent institutions with a view towards increasing accountability, public scrutiny and continued improvement of independent institutions	●	●	●	●	●	People's Majlis	AGO

Policy 2: Create avenues for citizens to hold the State accountable**Targets:**

Target 2.1: By 2023, 75% of the bills passed by the Parliament incorporates feedback from citizens

Target 2.2: By 2021, An active mechanism exists for petitions submitted to parliament with more than 500 signatures to discuss and vote in the parliament

Target 2.3: By 2023, Maldives joins Open Government Partnership (OPG)

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Develop a mechanism for citizens to submit concerns regarding adherence to codes of conduct of State Institutions and propose ways to amend laws, regulations and policies on matters of significance to the public [M33]	Strategy 2.1a: Amend parliamentary standing orders, rules and regulations to allow for public input in parliamentary work and deliberations and ensure petitions with more than 500 signatures are discussed and voted in the parliament [M33, P52, P55]	●	●				People's Majlis	PO, AGO
	Strategy 2.1b: Establish a mechanism for citizens to submit petitions to the Government regarding policy issues/decisions that should be reviewed by the Cabinet [P56]		●				PO	AGO
	Strategy 2.1c: Establish a mechanism for citizens to submit petitions to local councils requiring councils to conduct town hall meetings [M33] <i>[To be coordinated and implemented with Action 3.1a of Decentralisation subsector matrix]</i>	●	●				LGA	AGO, PO
	Action 2.1d: Amend parliamentary standing orders to facilitate the public, CSOs and other relevant parties to submit concerns regarding professionalism, ethics, and codes of conduct breaches of public officials	●	●				People's Majlis	AGO, PO
Strategy 2.2: Develop a mechanism to regularly share information on all government services and procedures	Action 2.2a: Revamp the Government Gazette as a searchable database to provide relevant information on government services and procedures <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>		●	●			PO	NDC, CTO
	Action 2.2b: Establish, review, reform policies and measures to ensure Maldives meet the core eligibility criteria for the Open Government Partnership (OGP) to make government more open, accountable and responsive to the people <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>	●	●	●	●	●	PO	MoCST, NDC, MoF, AGO, CTO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.3: Establish a mechanism to enable citizen participation in parliamentary processes	Action 2.3a: Support parliamentary committees and MPs to establish offices	●	●	●	●	●	People's Majlis	MoF
	Action 2.3b: Establish an accessible method to comment on bills submitted to parliament to ensure citizen participation in law making processes	●	●				People's Majlis	PO, AGO, NDC
	Action 2.3c: Endorse the Declaration on Parliamentary Openness		●	●	●		People's Majlis	PO, MoFA, AGO, TM, MDN

Policy 3: Strengthen fiscal governance and improve the management of public finances**Targets:**

Target 3.1: By 2023, all state institutions utilise and comply fully with the Public Finance Act and guidelines

Target 3.2: By 2023, debt management improved in alignment with international best practices

Target 3.3: By 2023, reduce budgetary deviations to 15% of the Approved Budget

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Modernise the legal and regulatory framework for public financial management	Action 3.1a: Amend public finance law and introduce clear and binding appropriation, rules and a framework for debt management <i>[To be coordinated and implemented with Action 1.5a of Eliminating Corruption subsector matrix]</i>		●				MoF	AGO, PO, ACC, People's Majlis
	Action 3.1b: Introduce government procurement guidelines and manuals to clear the ambiguities with the current public finance regulation <i>[To be coordinated and implemented with Action 1.5d of Eliminating Corruption subsector matrix]</i>		●				MoF	AGO, PO, MoEn, MoED, BCC
Strategy 3.2: Improve public debt management to enhance transparency and reduce fiscal risk	Action 3.2a: Develop a clear policy for issuing guarantees, with a focus on the credit risk assessment requirement and procedure, and monitoring of outstanding exposure		●	●			MoF	PO, MMA
	Action 3.2b: Develop the domestic debt market by introducing market mechanism, enhancing market engagement, widening the investor base, and building a yield curve		●	●	●	●	MoF	MMA
	Action 3.2c: Upgrade the debt recording and management system and develop a unified debt database for more transparency and proactive debt management <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>	●	●	●	●	●	MoF	PO, NDC, MoCST

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.3: Strengthen public investment management to improve their allocative and operational efficiency and mitigate fiscal risk	Action 3.3a: Adopt more stringent project screening and vetting mechanisms for all public sector investment projects	●	●	●	●	●	MoF	PO, MoNPI
	Action 3.3b: Develop a multi-year public investment program in line with the National Spatial Plan	●	●	●	●	●	MoF	PO, MoNPI
	Action 3.3c: Integrate features to the existing project management portal, disclosing all major public investments, their rationale, feasibility studies and financing terms		●	●			MoF	PO, MoNPI
	Action 3.3d: Provide support to prepare finance and implement investment operations for relevant line ministries and SOEs	●	●	●	●	●	MoF	PO, MoNPI
Strategy 3.4: Implement procurement reforms to improve the efficiency and integrity of public procurement	Action 3.4a: Strengthen the policy and regulatory framework for public procurement	●	●	●	●	●	MoF	PO, AGO
	Action 3.4b: Introduce the pilot testing of green procurement and incorporate options for green public procurement and special considerations for SMEs <i>[To be coordinated and implemented with Action 5.1e of Clean Energy subsector matrix]</i>		●	●			MoF	MoEn, MoED
	Action 3.4c: Identify measures that can be incorporated to the public procurement framework to provide special considerations for SMEs <i>[To be coordinated and implemented with Action 5.3b of SME subsector matrix]</i>		●	●			MoF	MoED, BCC
	Action 3.4d: Improve the functioning of the National Tender Board	●	●	●	●	●	MoF	PO
	Action 3.4e: Establish a State procurement portal that encompasses information on invitation for tenders, evaluation, contracting information, extension of contract, and completion of contractual obligations <i>[To be coordinated and implemented with Strategy 1.5 of Eliminating Corruption subsector matrix]</i>	●	●	●	●	●	MoF	PO, ACC

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.5: Improve the internal and external control of public finances	Action 3.5a: Adopt modified accrual accounting to see the true assets and liabilities of the State	●	●	●	●	●	MoF	Audit Office
	Action 3.5b: Provide training and guidance to increase capacity of the State Internal Audit unit of MoF and line ministries	●	●	●			MoF	Audit Office, PSTI
	Action 3.5c: Strengthen external audit, in line with international standards for supreme audit institutions (ISSAI) and with international good practice	●	●	●	●	●	Audit Office	MoF, MIRA,

Policy 4: Strengthen Corporate Integrity and enhance the governance and oversight of State-Owned Enterprises (SOEs)

Targets:

Target 4.1: By 2023, all SOEs undertake regular corporate reporting

Target 4.2: By 2023, all SOEs comply with code of conduct

Target 4.3: By 2023, Audit reports show that all SOEs conduct procurement in a fair and transparent manner and that corruption and bribery cases are eliminated in SOEs

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Strengthen the legal and regulatory framework for the operation and functioning of state-owned enterprises	Action 4.1a: Review the current legal framework related to SOEs to minimise corrupt practices, and prevent Economic, Financial and Corporate Offences		●				AGO	MoF, PCB, CMDA, People's Majlis
	Action 4.1b: Amend the current Privatisation and Corporatisation Act, including increasing Privatisation and Corporatisation Board (PCB's) prerogative to steer and oversee the performance of SOEs and their Boards		●				AGO	MoF, PCB, People's Majlis
	Action 4.1c: Improve regulation, enforcement and compliance in Corporate Reporting (mandatory reporting of companies)		●				PCB	MoF, PCB
Strategy 4.2: Strengthen the governance, functions and operations of SOEs	Action 4.2a: Roll out of the code of corporate governance for SOEs ensuring that SOEs function and operate under there specified mandates of the Memorandum of Understanding and Articles of Association	●	●				PCB	MoF
	Action 4.2b: Improve administrative, recruitment procedures and practices of SOEs		●	●			PCB	MoF, MAHRP
	Action 4.2c: Establish procedures to handle and declare conflict of interest by Board Directors and management staff	●					PCB	MoF
	Action 4.2d: Introduce measures to prepare business development plans and guidelines to set long term strategies for the organisation	●	●				PCB	MoF
	Action 4.2e: Introduce a measure for regular public disclosure and reporting of the Company activities	●	●				PCB	MoF,
	Action 4.2f: Facilitate corporate integrity self-assessments of SOEs	●	●	●	●	●	PCB	MoF
	Action 4.2g: Collaborate with Public Service Training Institute (PSTI) to conduct trainings and refreshers to enhance the capacity of SOEs leadership	●	●	●	●	●	PCB	MoF, PSTI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
	Action 4.2h: Introduce career development coaching for females interested to be promoted to management and leadership levels at SOEs <i>[To be coordinated and implemented with Strategy 1.3 of Gender Equality subsector matrix]</i>	●	●	●	●	●	PCB	MoGFSS, WOB, PSTI
Strategy 4.3: Establish corporate Anti-Corruption Policies and Procedures for SOEs	Action 4.3a: Establish a transparent and comprehensive procurement policy for SOEs with fair and transparent bidding processes <i>[To be coordinated and implemented with Strategy 1.5 of Eliminating Corruption subsector matrix]</i>		●				PCB	MoF, ACC
	Action 4.3b: Conduct cross sectoral training on Maldives financial regulations and standard procurement processes		●	●			PCB	MoF
	Action 4.3c: Establish procedures for transparent CSR and sponsorship activities of SOEs		●				PCB	MoF
	Action 4.3d: Establish procedures to deal with foreign currency transactions and cash transfers to prevent money laundering activities		●	●			PCB	MoF, MMA, MPS
	Action 4.3e: Ensure appointed SOE Board members are free of corruption charges and have gender balance <i>[To be coordinated and implemented with Strategy 1.3 of Gender Equality subsector matrix]</i>	●	●				PCB	MoF, PO, MoGFSS
Strategy 4.4: Reform SOEs providing utility services to achieve the proposed integrated utility service delivery of the government	Action 4.4a: Provide technical advice to the government on integrating utility services <i>[To be coordinated and implemented with Strategy 4.1 of Clean Energy and Strategy 1.2 of Water & Sanitation subsector matrices]</i>	●	●				PCB	PO, MoEn, MEA, Utility Service Providers, MoF
	Action 4.4b: Develop an organisational structure and a human resource development plan for the integrated utility service providing SOEs		●				PO	MoEn, Utility Service Providers, PCB
	Action 4.4c: Conduct annual regulatory, financial and technical audit of utility related SOEs and report to Utility Regulatory Authority (URA) for integrated utility services	●	●	●	●	●	MoEn	MEA, MoEn, PCB, Audit Office, Utility Service Providers

Policy 5: Promote the right to exercising freedom of media in line with international best practices [M189]

Targets:

Target 5.1: By 2023, cases of intimidation and threats to journalist and media organisation reduced by at least 50%

Target 5.2: By 2023, national press club is operational

Target 5.3: By 2023, Press Freedom Index for Maldives improved by more than 25% compared to 2019 level

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Strengthen the legal and regulatory framework to ensure effective functioning of regulatory authorities to allow for the work of an independent media, free from all forms of intimidation	Action 5.1a: Amend the Public Service Media Act to allow for a non-partisan and independent public service media [TM Report]		●	●			AGO	MBC, PO, MoHA, People's Majlis, TM
	Action 5.1b: Amend the Maldives Broadcasting Commission Act to disallow the Commission from having the authority to intimidate media organisations and limit the regulatory powers of the Commission to allow for a proper free media [TM Report]		●	●			AGO	PO, MBC, MoHA, People's Majlis, TM
	Action 5.1c: Create legal framework to enable transparency of ownership of media organisations and disclosure of their financial information, in particular, their sources of income [TM Recommendations]		●	●	●		AGO	PO, MBC, MoHA, TM, People's Majlis
	Action 5.1d: Create a legal framework identifying and remedying hate speech			●	●		AGO	PO, MPS, MoHA, People's Majlis
	Action 5.1e: Combine Broadcasting Commission and Media Council to establish a single regulatory body		●	●			AGO	PO, MoHA, People's Majlis
Strategy 5.2: Strengthen mechanisms to ensure protection for journalists and media organisations from all types of threats and intimidations	Action 5.2a: Establish a mechanism within Maldives Police Service to prioritise the investigation of intimidation and threats to journalists and media organisations	●	●	●			MPS	MoHA, PO
	Action 5.2b: Introduce provisions of redress for past failures of the State to investigate and address threats and attacks on media organisations and journalists [To be coordinated and implemented with Strategy 1.1 of Rule of Law & Judicial Reform subsector matrix]		●	●	●	●	AGO	PO, MoHA
	Action 5.2c: Establish a national press club		●	●			PO	MoHA, MBC

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.3: Develop media profession	Action 5.3a: Facilitate media organisations to develop standards in media coverage that promote gender equality [TM Recommendation] <i>[To be coordinated and implemented with Action 1.4b and 1.4c of Gender Equality subsector matrix]</i>		●	●			MMC	MoHA, PO, MBC, MoGFSS
	Action 5.3b: Provide gender sensitisation trainings for media professionals <i>[To be coordinated and implemented with Action 1.4b and 1.4c of Gender Equality subsector matrix]</i>		●	●	●	●	MoGFSS	MMC, MBC, PO, MoHA
	Action 5.3c: Identify National skill gaps and Training needs in the field of Media and facilitate training opportunities through relevant national mechanisms to close the skills gap in the field of media <i>[To be coordinated and implemented with Action 1.7a of Higher Education subsector matrix]</i>		●	●			MoHA	MBC, MMC, MoHE
	Action 5.3d: Introduce investigative journalism as a component within the Journalism Degree Course at the Maldives National University		●	●	●		MoHE	MoHA, MBC, MMC, MNU
	Action 5.3e: Increase funding and opportunities from national training, education and scholarship schemes for journalism courses		●	●	●	●	MoHE	MoHA, MBC, MMC, MNU

Policy 6: Promote transparency and accountability of Political Parties

Targets:

Target 6.1: By 2023, all political parties submit audited financial reports to Elections Commission

Target 6.2: By 2023, public is adequately informed of political party funding, expenditures and other important activities

Target 6.3: By 2023, all political parties have a quota for women amongst those who contest for elected positions

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 6.1: Strengthen and increase transparency of Political party financing	Action 6.1a: Review laws and regulations related to political party financing including disclosure of party financing, and accounting for all donations		●	●	●		AGO	PO, EC, Political Parties, People's Majlis
	Action 6.1b: Strengthen reporting mechanism and disclosure of audited Financial Reports to both authorities and general public	●	●	●	●		EC	Political Parties, MoF, Audit Office
	Action 6.1c: Review, strengthen and reform the allocation of funds by state to political parties		●	●	●	●	AGO	PO, MoF, EC, Political Parties
Strategy 6.2: Ensure political parties establish quotas to increase the participation of women in elected positions	Action 6.2a: Submit a Bill to the Parliament to establish quotas for women within political parties in internal elections for elected positions. <i>[To be coordinated and implemented with Strategy 1.3 of Gender Equality subsector matrix]</i>			●	●	●	AGO	People's Majlis, NGOs, MoGFSS
	Action 6.2b: Conduct training and refresher programs to increase women's political participation throughout the country <i>[To be coordinated and implemented with Strategy 1.3 of Gender Equality subsector matrix]</i>	●	●	●	●	●	MoGFSS	PO, LGA, EC
	Action 6.2c: Conduct a media sensitisation program on media representation of women in politics and encourage and empower women into political positions <i>[To be coordinated and implemented with Action 1.4b and 1.4c of Gender Equality subsector matrix]</i>	●	●	●	●	●	MoGFSS	PO, LGA, EC, Media
Strategy 6.3: Make public disclosure of Financial and Audit Reports of all Electoral Candidates mandatory	Action 6.3a: Bring necessary legal reforms to make all Electoral Candidates to publicly disclose their Financial and Audit Reports before and after elections		●	●	●	●	AGO	PO, EC, People's Majlis
	Action 6.3b: Provide standardised financial reporting template for all mandatory financial reports to be submitted to the Elections Commission			●	●	●	EC	Audit Office, ACC

5.5 INDEPENDENT INSTITUTIONS & PUBLIC SERVICE REFORM

Independent institutions were established in the Maldives through the 2008 Constitution and consists of the following 7 entities: Judicial Service Commission, Elections Commission, Civil Service Commission, Human Rights Commission, Anti-Corruption Commission, Auditor General, and Prosecutor General. These institutions are, by and large, perceived to be weak and politically compromised, and unable to uphold their constitutional mandates and adequately execute their powers and functions⁷. Constitutional and legislative constraints on their powers and functions, as well as the lack of adequate budget allocations for their effective functioning, are some of the structural and systemic impediments to these commissions realising their full potential.

To address these challenges, the subsector proposes a parliamentary oversight mechanism to be established, along with appropriate legislative changes, to ensure that there is an effective accountability framework for independent institutions established in terms of the Constitution and laws. Other policy priorities relate to obligatory submission of reports, cases and complaints lodged with independent institutions to the Parliamentary Standing Committee on Independent Institutions, with a view to facilitating transparency and enabling parliamentarians to assess their effectiveness, legislative reforms and increasing efficiency of the organisations. The subsector further adds reforms to overall civil service and public service through increased human resource capacity building, technology application and management tools.

⁷ <https://transparency.mv/2015/10/transparency-maldivesae-2015-maldives-democracy-survey-points-to-a-troubled-future-for-democracy-in-the-maldives/>

Policy 1: Ensure the accountability of independent institutions [M23]

Targets:

Target 1.1: By 2023, at least 70% of audits conducted for independent institutions were reviewed and scrutinised by the Parliamentary Committees

Target 1.2: By 2023, all independent institutions audited were able to comply at minimum 80% of the recommendations

Target 1.3: By 2021, all independent institutions have active compliance officers

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Develop a mechanism for parliament to oversee the administrative and performance audits of independent institutions by the parliament [A19]	Action 1.1a: Introduce annual performance indicators for all independent institutions	●	●	●	●	●	People's Majlis	AGO, Independent Institutions
	Action 1.1b: Conduct performance and administrative audit of independent institutions by the Auditor General's Office		●	●	●	●	Audit Office	AGO, Independent Institutions
	Action 1.1c: Establish a process for parliament's standing committee on independent institutions to assess and review performance audits conducted by Audit Office for Independent Institutions		●	●	●	●	People's Majlis	AGO, Independent Institutions
Strategy 1.2: Develop a mechanism by which the Parliament Committees on Independent Institutions can monitor the adherence to the respective legislations governing each independent institution	Action 1.2a: Establish a specific mechanism by which the Parliament assigns time to debate and review annual reports of independent institutions	●	●	●			People's Majlis	AGO, PO
	Action 1.2b: Draft and implement a specific guideline to debate annual reports of independent institutions	●	●	●			People's Majlis	AGO, PO
	Action 1.2c: Appoint compliance officers for every independent institution in order to facilitate effective reporting on compliance with laws, and instructions from the parliament standing committee and findings of external and internal audits	●	●	●			AGO	People's Majlis, PO, Independent Institutions

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.3: Increase accountability and independence of members of the independent institutions	Action 1.3a: Create a comprehensive legal framework on the regulation and governance of independent institutions <i>[To be coordinated and implemented with Action 1.3d of Accountable State subsector matrix]</i>		●	●			AGO	People's Majlis, Independent Institutions
	Action 1.3b: Harmonise appointment and dismissal procedures for members of independent institutions under a professional and transparent criterion		●	●	●		AGO	PO, People's Majlis
	Action 1.3c: Establish an asset declaration regime for all members of the independent institutions that take into account disclosure of assets, business and activities outside the jurisdiction of the Maldives, assets of public officials' spouses and children, as well as a verification and proactive mechanism and ensure it's made available to the public periodically <i>[To be coordinated and implemented with Action 2.1a of Eliminating Corruption subsector matrix]</i>	●	●	●	●		AGO	PO, People's Majlis, ACC, Audit Office
	Action 1.3d: Review and strengthen asset disclosure, revolving door and conflict of interest policies for members of independent institutions	●	●	●	●		AGO	PO, People's Majlis, ACC

Policy 2: Create a modern public administration system [M23, M175]

Targets:

Target 2.1: By 2023, a competency-based pay structure is adopted by public service under the direction of National Pay Commission

Target 2.2: By 2023, active use of a centralised and integrated information management system is practiced

Target 2.3: By 2023, public confidence in public service delivery is improved by 25% compared to 2018

Target 2.4: By 2023, all public service training is provided by PSTI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Reform the administrative mechanism, structure and operation of the civil service to strengthen public service delivery	Action 2.1a: Develop the legal framework for a modern public administration system including reforms to Civil Service Act, Employment Act, Pension Act and Transition Act <i>[To be coordinated and implemented with Action 2.2b of Labour, Employment & Migration subsector matrix]</i>	●	●	●			AGO	CSC, PO, People's Majlis
	Action 2.1b: Review and revise the administrative and organisational structures to promote integrity, effectiveness and efficiency of public service institutions	●	●	●			PO	CSC
	Action 2.1c: Establish an effective, transparent and competency-based recruitment and performance management system		●	●	●		CSC	PO
	Action 2.1d: Establish a citizen oriented public service through digitisation and improvement in quality and responsiveness of service delivery including a centralised complaints and feedback handling mechanism <i>[To be coordinated and implemented with Action 2.2d of Eliminating Corruption, Action 1.3c of Accountable State and Strategy 3.2 of ICT subsector matrices]</i>		●	●	●	●	PO	NDC, CSC
	Action 2.1e: Harmonise pay structure and pension structure of public service <i>[To be coordinated and implemented with Policy 1 of Labour, Employment & Migration subsector matrix]</i>		●	●	●	●	PC	PO, MoF, CSC, Independent Institutions, DJA
	Action 2.1f: Introduce succession plan for career growth, promotions and motivation for public servants		●	●	●		CSC	PO
	Action 2.1g: Develop cadres for different public service professions		●	●	●		CSC	PO

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.2: Strengthen planning, monitoring and data/statistics management within the state	Action 2.2a: Draft and enact a National Planning Act and National Statistics Act to institutionalise all planning processes of the state including national and local planning, sectoral and organisational planning, and implement the National Strategy for Development of Statistics to provide data for evidence-based decisions				●	●	MoNPI	AGO, PO, LGA, PCB, People's Majlis, NBS
	Action 2.2b: Develop planning, monitoring, data management and research functions of all line ministries, independent institutions and local councils to facilitate the full implementation of the National Planning Act				●	●	MoNPI	AGO, PO, LGA, PCB, People's Majlis, NBS
	Action 2.2c: Build the legal framework for defining, collecting, storing, classifying, sharing and archiving of digitised and non-digitised data <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>		●	●	●	●	AGO	PO, NDC, CTO
	Action 2.2d: Develop centralised and integrated information management systems to make information readily available <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrices]</i>		●	●	●	●	NDC	ICOM, PO, CSC, Independent Institutions, DJA, MoCST, CTO
	Action 2.2e: Establish effective knowledge management systems and mechanism in state institutions including integrated document and records management systems <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>		●	●	●	●	NDC	PO, CSC, Independent Institutions, DJA, ICOM, NA, CTO
	Action 2.2f: Develop information classification and handling standards		●	●	●	●	ICOM	PO, NDC, CSC, Independent Institutions, DJA, NA, CTO
	Action 2.2g: Review the Right to Information Act to close the gaps that institutions use for non-disclosure or delay in sharing of information	●	●	●			AGO	People's Majlis, All State Institutions, Media, NA, ICOM

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies	
Strategy 2.3: Centralise all public service trainings	Action 2.3a: Establish a centralized Public Service Training Institute (PSTI) in the Maldives	●	●	●			PO	CSC	
	Action 2.3b: Establish a mechanism to ensure that all the public service sector training needs to be identified and conducted through the newly established PSTI		●	●	●		PSTI	CSC, Independent Institutions	
	Action 2.3c: Introduce compulsory induction programmes and continuous professional development programmes for all public servants		●	●	●	●	PSTI	CSC, Independent Institutions, DJA	
	Action 2.3d: Provide mandatory trainings on anti-corruption, code of conduct, ethics and sexual harassment to all newly recruited public service officials		●	●	●	●	PSTI	ACC, All State Institutions	
	Action 2.3e: Expand the capacity of PSTI to cater for the training needs of public service		●	●	●	●	PSTI	MoF, CSC, PO	
	Action 2.3f: Coordinate with Office of the Chief Technical Officer to develop and standardise ICT competency standards and training curriculums for public sector employees <i>[To be coordinated and implemented with Strategy 5.3a of ICT subsector matrix]</i>		●	●			PSTI	CTO, CSC, PCB	
	Action 2.3g: Establish an online training platform for technology training and refresher programs for PTSI <i>[To be coordinated and implemented with Strategy 5.3b of ICT subsector matrix]</i>					●	●	PSTI	CTO, CSC, PCB
	Action 2.3h: Support PSTI to introduce targeted training modules for existing female public servants and those who have taken a career break to receive continuous coaching, mentoring and counselling to return to work and to focus on their career progression					●	●	PSTI	MoGFSS

5.6 GENDER EQUALITY

While Maldives' global ranking on gender equality has improved, gender gaps persist. Gender equality has been boosted by an increase in the ratio of girls attending primary education, higher female enrolment in tertiary education and an increase in the percentage of women holding ministerial positions, women's political representation is very low, while 35% of the cabinet is women, only 4.6 percent of seats in the current parliament (4 out of 87 seats) are held by women. Women's labour force participation rates have declined significantly in the four previous decades and women's unemployment rates are still highly disadvantageous as compared to men's (twice as many women than men are unemployed)⁸. Despite advancements in legal and policy framework including the passage of a domestic violence, a sexual harassment act and gender equality law, administrative, budgetary and human resource constraints restrict the implementation of these laws to achieve gender equality

This subsector recognises the importance of gender as a governance issue and advocates policies on increasing women in decision making and participation in public life to achieve an inclusive, balanced and peaceful society. The policy priorities of subsector centres on increasing women's representation in decision making, minimising sexual harassment, domestic violence, eliminating barriers for women to participate in economic activity including cultural barriers by promoting shared care work and household responsibilities.

⁸ May, J.F. 2016. Maldives' Population Dynamics: Policy Prospects for Human Growth and Opportunity. UNFPA Maldives. Male', Maldives.

Policy 1: Increase the role of women in political, social and economic decision making [M33]

Targets:

Target 1.1: By 2020, national targets for female representation at key decision-making levels are finalised

Target 1.2: By 2023, affirmative action is taken to increase female representation in the judicial sector

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Ensure effective implementation of Gender Equality Law (GEL)	Action 1.1a: Endorse and implement the National Policy of Gender Equality	●					MoGFSS	PO,NGOs
	Action 1.1b: Finalise and implement the Gender Equality Action Plan developed under the GEL through an inclusive participatory process	●	●				MoGFSS	PO, NGOs
	Action 1.1c: Conduct comprehensive review of legal and institutional framework to support the implementation of GEL	●	●				MoGFSS	AGO
Strategy 1.2: Empower Women Development Committees (WDCs) [M33]	Action 1.2a: Clarify the roles and responsibilities of WDCs <i>[To be coordinated and implemented with Action 4.1b of Decentralisation subsector matrix]</i>	●	●				AGO	MoGFSS, LGA
	Action 1.2b: Provide adequate resources, sufficient budget and autonomy for WDCs to function effectively [M33] <i>[To be coordinated and implemented with Action 4.1c of Decentralisation subsector matrix]</i>	●	●	●	●	●	MoF	LGA, MoGFSS, Local Councils
	Action 1.2c: Provide a suitable allowance for WDC members <i>[To be coordinated and implemented with Action 4.1d of Decentralisation subsector matrix]</i>	●	●	●	●	●	MoF	LGA, Local Councils
	Action 1.2d: Strengthen the functioning of WDCs across the country through targeted training programs and technical support <i>[To be coordinated and implemented with Action 4.1e of Decentralisation and Action 1.2c Community Empowerment subsector matrices]</i>	●	●	●			LGA	NGOs, International Development Agencies, PSTI MoGFSS
	Action 1.2e: Provide support to integrate and enhance WDCs role in Community Social Groups (CSGs) and on economic empowerment of women <i>[To be coordinated and implementation with Action 4.5b of Social Protection and Action 1.1d and 1.2c Community empowerment subsector matrices]</i>	●	●	●	●		MoGFSS	LGA, Local Councils

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.3: Increase the role of women in decision making levels [M184]	Action 1.3a: Establish electoral quotas for women for local councils [M187] <i>[To be coordinated and implemented with Action 4.1a of Decentralisation subsector matrix]</i>	●					AGO	LGA, PO, EC
	Action 1.3b: Set national policy targets to ensure representation of women in key decision-making levels	●	●				MoGFSS	PO
	Action 1.3c: Build capacity of individuals to take up political and leadership roles in the public sphere	●	●	●	●	●	MoGFSS	MoYSCE, MoHE, PSTI
	Action 1.3d: Conduct regular advocacy through dialogues with political parties to set targets for increased numbers of female candidates in local and national elections <i>[To be coordinated and implemented with Strategy 6.2 of Accountable State subsector matrix]</i>	●	●	●	●	●	MoGFSS	CSOs, EC, Political Parties
	Action 1.3e: Create a conducive environment to facilitate women's election campaign process, including campaign finances <i>[To be coordinated and implemented with Strategy 6.2 of Accountable State subsector matrix]</i>	●	●	●	●	●	EC	MoGFSS, LGA, Local Councils
	Action 1.3f: Assess media's role on the coverage and representation of male and female candidates during election campaign through a structured media monitoring programme <i>[To be coordinated and implemented with Action 5.3b of Accountable State subsector matrix]</i>	●	●	●	●	●	MoGFSS	PSM, MMC, MoHA
	Action 1.3g: Develop and conduct standard gender orientation and refresher programs for Parliament members, local councils, judges and other key public officials <i>[To be coordinated and implemented with Action 5.3b and 6.2c of Accountable State and Action 3.3a of Rule of Law & Judicial Reform subsector matrices]</i>	●	●	●	●	●	MoGFSS	People's Majlis, LGA, DJA
	Action 1.3h: Take affirmative action to increase female representation in the judicial sector <i>[To be coordinated and implemented with Action 3.1e of Rule of Law & Judicial Reform subsector matrix]</i>	●	●	●	●	●	DJA	MoGFSS, AGO, JSC, People's Majlis

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.4: Promote research and advocacy on women's rights	Action 1.4a: Strengthen national data collection on PVE, trafficking and gender related indicators <i>[To be coordinated and implemented with Policy 2 of ICT and Action 2.2e of Independent Institution & Public Service Reform subsector matrices]</i>	●	●	●	●	●	MoGFSS	CTO, NBS, Immigration, NDC
	Action 1.4b: Conduct public awareness and social media campaigns on women's empowerment and gender equality	●	●	●	●	●	MoGFSS	PSM
	Action 1.4c: Conduct sensitisation training for media professionals, NGOs and individuals and facilitate awards for media personnel who demonstrate a commitment in promoting gender equality in their work <i>[To be coordinated and implemented with Action 5.3b of Accountable State subsector matrix]</i>	●	●	●	●	●	MoGFSS	MBC, Media partners
	Action 1.4d: Conduct an assessment on the impact of the Paternity leave, and 6 months Maternity leave, flexi hours in order to evaluate the effectiveness of these initiatives	●	●	●	●		MoGFSS	CSC, PO

Policy 2: Minimise sexual harassment, domestic violence and other forms of gender-based violence [M188]**Targets:**

Target 2.1: By 2021, a helpline for DV victims is operational

Target 2.2: By 2022, all domestic violence shelters are functional and have standardised operational procedures in place

Target 2.3: By 2023, all DV survivors requiring financial support has benefited from the emergency fund

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Ensure the effective enforcement of the Domestic Violence (DV) Act	Action 2.1a: Conduct a review of the implementation status of the DV Act	●	●				FPA	MoGFSS
	Action 2.1b: Monitor the effectiveness of implementation of the DV Act	●	●	●	●	●	FPA	MoGFSS
Strategy 2.2: Ensure the enforcement of legislations related to sexual harassment and other forms of gender-based violence [M188]	Action 2.2a: Conduct sensitisation programmes and refresher trainings targeting enforcement agencies to enhance multi-sectorial services and implementation of legislations related to sexual harassment, domestic violence and other forms of gender-based violence <i>[To be coordinated and implemented with Action 5.3b and 6.2c of Accountable State and Action 3.3a of Rule of Law & Judicial Reform subsector matrices]</i>	●	●	●	●	●	MoGFSS	MPS, FPA, FCSC, AGO, PSTI
	Action 2.2b: Conduct an assessment to identify main challenges faced in implementation of legislations related to sexual harassment, domestic violence and other forms of gender-based violence <i>[To be coordinated and implemented with Strategy 2.1 of Social Protection subsector matrix]</i>	●	●	●			MoGFSS	MPS, FPA, FCSC
	Action 2.2c: Establish a helpline for Gender based violence victims and a helpline for survivors of domestic violence	●					MoGFSS	CAM
	Action 2.2d: Formulate and operationalise SOPs for Domestic Violence Shelters and ensure that these shelters are fully functional	●	●	●	●		MoGFSS	FPA
	Action 2.2e: Establish an emergency fund for survivors and families affected by domestic violence	●	●				MoGFSS	MoF, NSPA, FPA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.3: Strengthen health sector response to sexual harassment, domestic violence and other forms of gender-based violence [Gender Equality SAP]	Action 2.3a: Review and revise existing guidelines on Sexual reproductive health education for Health Professionals and Health Service Providers <i>[To be coordinated and implemented with Strategy 1.5 of Health subsector matrix]</i>	●	●				MoH	MoGFSS, HPA
	Action 2.3b: Revise the existing e-module to include sexual reproductive health education and explore other innovative information technology platforms to run trainings to health professionals. <i>[To be coordinated and implemented with Strategy 3.2 of ICT subsector matrix]</i>	●	●				MoH	MoGFSS, HPA, NDC, MoCST
	Action 2.3c: Review and revise the Health Sector Response to Gender Based Violence (GBV): National Guideline on providing care and prevention for Health Care Providers	●	●	●	●	●	MoH	MoGFSS, FPA, HPA
	Action 2.3d: Create a mechanism to monitor health professionals' adherence to Domestic Violence Prevention Act and the Health Sector Response to GBV: National Guideline on providing care and prevention for Health Care Providers	●	●	●	●	●	MoH	MoGFSS, FPA, HPA

Policy 3: Eliminate socially constructed gender barriers preventing equal rights, participation and benefits for women in social and economic spheres**Targets:**

Target 3.1: By 2022, at least 3 childcare institutions subsidised by state is operational

Target 3.2: By 2023, at least 25% of employees working in the tourism sector are female

Target 3.3: By 2023, at least 50% of entrepreneurship trainees at the BDCs are women

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Ensure that women are economically empowered [M185; MM3.2.3]	Action 3.1a: Improve data collection and analysis of women's employment and entrepreneurship trends including women's economic contributions through home-based and informal work and account the unpaid work of women <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>	●	●				NBS	CTO, MoNPI, MoED, MoGFSS
	Action 3.1b: Conduct a detailed analysis on the economic participation and vulnerabilities faced by women using existing data sources and identify data gaps	●	●				MoED	MoGFSS, NBS
	Action 3.1c: Advocate and conduct awareness sessions to communities on eliminating barriers faced by women to establish self-sufficiency	●	●	●	●	●	MoED	MoGFSS

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.2: Increase the participation of women in the tourism sector	Action 3.2a: Establish a mechanism to collect sex-disaggregated employment data from tourist resorts, guesthouses and other tourism related establishments, suppliers, agents and similar entities engaged in the tourism sector <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>		●	●			MoT	MoGFSS, NBS, MoED, NDC
	Action 3.2b: Regulate the proportion of local and expatriate employees, with special focus on setting ratios for female employees <i>[To be coordinated and implemented with Action 4.4e of Tourism subsector matrix]</i>	●	●				MoT	MoGFSS, MoED
	Action 3.2c: Develop standards for onsite accommodation facilities on tourist resorts to protect and safeguard the rights, privacy and dignity of employees <i>[To be coordinated and implemented with Strategy 4.3 of Tourism subsector matrix]</i>	●	●				MoT	MoED, TEAM
	Action 3.2d: Create transport inter-linkages with economic hubs identified across the country <i>[To be coordinated and implemented with Action 2.1c of Transport Network subsector matrix]</i>				●	●	MoTCA	MoED, MoT, MTA, MoNPI
Strategy 3.3: Improve access to credit and financial mechanisms for female entrepreneurs	Action 3.3a: Establish mechanisms to facilitate female entrepreneurs to access SME loans and non-banking financial mechanisms to facilitate economic activity	●	●	●			MoED	MoGFSS, MoF, BMI, IBM, SDFC
	Action 3.3b: Review current lending regulations to identify constraints faced by SMEs <i>[To be coordinated and implemented with Strategy 2.2 of SME subsector matrix]</i>	●	●	●			MMA	AGO, Banks
	Action 3.3c: Design and conduct gender sensitive training programs for female entrepreneurs to improve their bookkeeping, financial record management and business management		●	●			MoED	MoGFSS, MoT, SDFC, UN Women, PSTI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.4: Foster the growth of digital entrepreneurs, particularly among women and youth	Action 3.4a: Review and strengthen the current legislative and regulatory framework to ensure that the rights of online entrepreneurs and businesses are safeguarded <i>[To be coordinated and implemented with Strategy 1.2 of ICT and Strategy 4.2 of SME subsector matrices]</i>	●	●				MoED	AGO
	Action 3.4b: Strengthen payment gateways to facilitate online payments and remittances <i>[To be coordinated and implemented with Action 4.3a of ICT and Policy 3 of SME subsector matrices]</i>	●	●				MMA	MoF
	Action 3.4c: Develop and train to use internet-based systems for women to work from home <i>[To be coordinated and implemented with Strategy 5.2 of ICT and Action 4.1b of SME subsector matrices]</i>	●	●	●	●	●	NDC	MoGFSS
	Action 3.4d: Establish a platform to promote online entrepreneurs <i>[To be coordinated and implemented with Strategy 5.2 of ICT subsector matrix]</i>	●	●				MoED	NDC
Strategy 3.5: Strengthen support systems for working parents	Action 3.5a: Establish a state-owned childcare institution <i>[To be coordinated and implemented with Action 5.1b of Social Protection subsector matrix]</i>	●	●	●	●		MoGFSS	MoED
	Action 3.5b: Establish monitoring regime on the regulations for the conduction and operation of privately-owned childcare establishments <i>[To be coordinated and implemented with Action 5.1b of Social Protection subsector matrix]</i>	●	●				MoGFSS	FPA
	Action 3.5c: Introduce a licencing system for care takers working in childcare facilities and other similar establishments including private academic institutions	●	●	●			MoGFSS	MPS
Strategy 3.6: Enhance the awareness of civil servants on gender equality	Action 3.6a: Facilitate amendment of Civil service appraisal system, job descriptions to introduce gender analytical skills needed and integrate gender mainstreaming as a component for civil servants' induction programmes and professional development programmes <i>[To be coordinated and implemented with Action 2.1f of Independent Institutions & Public Service Reform subsector matrix]</i>	●	●				CSC	MoGFSS, PSTI

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.7: Recognise shared work and parental responsibilities between men and women and increase public awareness on the long-term benefits of ensuring gender equality across all spheres of private and public life [Gender Equality SAP]	Action 3.7a: Create an experience sharing platform for exchange between families of women in public offices and families of aspiring women leaders	●	●				MoGFSS	UN Women
	Action 3.7b: Launch a media campaign to increase the visibility of women and men contributing to families and the society in non-gender stereotypical ways	●					MoGFSS	MBC
	Action 3.7c: Establish a national mechanism to recognise, measure and respond to women and men who contribute to families, communities and economy through unpaid work	●	●				MoGFSS	MoED

5.7 FOREIGN AFFAIRS

The foreign policy of the Maldives is founded on the principles of multilateralism enshrined in the UN Charter, and international engagement with its foreign partners to achieve economic, environmental and social security. The Maldives foreign policy will be based on climate diplomacy, democracy and human rights. As a frontline state, the Maldives will once again be a leader in the climate change negotiations and advocate for stronger climate action.

Key policy priorities in this subsector include building bilateral and multilateral cooperation, strengthening ties with Indian Ocean Region countries to ensure peace and security in the Indian Ocean, promoting commercial diplomacy and safeguarding economic interests of the country, improving consular services abroad and increasing the professional standards of foreign service staff.

Policy 1: Enhance bilateral and multilateral engagements to safeguard the sovereignty and territorial integrity

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.1: Strengthen the Maldives' bilateral relationships with key regional and global powers	Action 1.1a: Establish and enhance diplomatic relations including appointing new Ambassadors and Honorary Consuls	●	●	●	●	●	MoFA	AGO, PO
	Action 1.1b: Increase frequency of high-level exchanges on areas of interest to the Maldives such as climate change, Indian ocean security etc.	●	●	●	●	●	MoFA	PO
	Action 1.1c: Enhance implementation of bilateral agreements through greater aid coordination	●	●	●	●	●	MoFA	PO
Strategy 1.2: Maximise leverage of Maldives' participation in the multilateral arena	Action 1.2a: Re-join the Commonwealth	●	●	●			MoFA	PO, AGO
	Action 1.2b: Increase space for Maldives participation in, and strive to shape outcomes in favour of Maldives positions	●	●	●	●	●	MoFA	PO, AGO
	Action 1.2c: Identify and increase accession to key international conventions in line with national priorities	●	●	●	●	●	MoFA	PO, AGO
	Action 1.2d: Deepen the bonds of friendship and cooperation with key international civil society organisations and international foreign policy think tanks	●	●	●	●		MoFA	PO, AGO, MoNPI, MoHA, MoED
Strategy 1.3: Increase engagement with international human rights mechanisms, to strengthen human rights nationally	Action 1.3a: Seek membership and leverage support for Maldives positions in the UN Human Rights Council	●	●	●	●	●	MoFA	AGO, MoGFSS, MoNPI
	Action 1.3b: Increase participation in, international forums and build linkages with international civil society organisations and other institutions that promote human rights principles, democracy and good governance	●	●	●	●	●	MoFA	PO, AGO, MoNPI, MoHA
Strategy 1.4: Promote and protect the maritime boundary of the Maldives	Action 1.4a: Expedite the processes required to finalise the claim for continental shelf limits as submitted to the UN on 26 July 2010 in accordance with Article 76 (8) of the United National Convention of the Law of the Sea (UNCLOS)	●	●	●	●	●	MoFA	AGO, MoD
	Action 1.4b: Promote cooperation with neighbouring countries on maritime security through diplomacy and technical assistance <i>[To be coordinated and implemented with Action 1.1d of National Security & Public Safety subsector matrix]</i>	●	●	●	●	●	MoFA	AGO, MoFMRA, MoEn, MoD, MoHA

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 1.5: Increase support for international efforts on promoting and maintaining regional and global peace, security, and stability	Action 1.5a: Strengthen cooperation with strategic partners and neighbouring countries in combatting terrorism, cybercrimes, violent extremism, radicalisation, drug trafficking, and human trafficking <i>[To be coordinated and implemented with Action 2.1e of National Security & Public Safety subsector matrix]</i>	●	●	●	●	●	MoFA	AGO, MoD, NCTC, MoGFSS, MoIA, MoCST
	Action 1.5b: Increase the number of training and capacity building opportunities from relevant institutions in neighbouring countries	●	●	●	●	●	MoFA	AGO, MoD, NCTC, MoGFSS, MoIA, MoCST
Strategy 1.6: Establish a leading role on climate diplomacy and advocacy on the international front <i>[To be coordinated and implemented with Strategy 3.2 of Resilient Communities subsector matrix]</i>	Action 1.6a: Formulate and implement a strategy on conducting climate diplomacy	●	●	●			MoFA	MoEn
	Action 1.6b: Increase Maldives representation at international climate change related forums	●	●	●	●	●	MoFA	PO, MoEn, MoNPI
	Action 1.6c: Host a high-level international conference on climate change and Small Island Developing States	●	●	●	●	●	MoFA	PO, MoEn, MoNPI
	Action 1.6d: Seek new funding/assistance for climate action through climate diplomacy	●	●	●	●	●	MoFA	PO, MoEn, MoNPI
Strategy 1.7: Strengthen outreach and consolidate relations with the Islamic World	Action 1.7a: Strengthen existing ties with Organisation of Islamic Cooperation (OIC), including appointment of an Ambassador to OIC	●	●	●			MoFA	PO, MoIA
	Action 1.7b: Contribute proactively to the issues that concern the Islamic world aimed at promoting the true Islamic values of respect and tolerance		●				MoFA	MoIA
	Action 1.7c: Establish partnerships for higher education with universities in Islamic countries that align with principles of tolerance	●	●	●	●	●	MoFA	PO, MoIA, AGO, MoED, MoHE
	Action 1.7d: Increase Islamic art and cultural exchange with other nations	●	●	●	●	●	MoFA	PO, MoHE, MoIA

Policy 2: Improve and strengthen diplomatic ties with Indian Ocean Region countries to ensure peace and security in the Indian Ocean

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 2.1: Strengthen the Maldives' engagement with South Asian countries	Action 2.1a: Increase Maldives participation in promoting peace and security initiatives in Indian Ocean through SAARC and other forums	●	●	●	●	●	MoFA	PO, MoT, MoED
	Action 2.1b: Strengthen Regional Cooperation in South Asia	●	●	●	●	●	MoFA	MoHA, MoD, MoT, MoED
Strategy 2.2: Strengthen the Maldives' engagement with Indian Ocean Region	Action 2.2a: Promote peace and security initiatives in Indian Ocean through IORA and other forums	●	●	●	●	●	MoFA	PO, MoHA, MoD,
	Action 2.2b: Host an event/conference in Maldives on peace and security in the Indian Ocean	●	●	●	●	●	MoFA	PO, MoHA, MoD, MoT
	Action 2.2c: Host an event/conference in Maldives on environment and climate change in the Indian Ocean	●	●	●	●	●	MoFA	PO, AGO, MoD, MoED, MoT
	Action 2.2d: Enhance existing levels of sports diplomacy including hosting Indian Ocean Island Games 2023	●	●	●	●	●	MoYSCE	PO, MoEn, MoNPI, MoT, MoFA

Policy 3: Strengthen economic and trade diplomacy

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 3.1: Increase trade, tourism and investment promotion opportunities through Maldivian Missions <i>[To be coordinated and implemented with Strategy 2.2 of Economic Diversification subsector matrix]</i>	Action 3.1a: Review and reorient Maldives Honorary Consul network for promoting investment, trade, tourism and educational opportunities	●	●	●	●	●	MoFA	PO, AGO, MoED, MoT, MoHE, MoE
	Action 3.1b: Conclude bilateral and multilateral agreements for promoting investments and exports	●	●	●	●	●	MoFA	PO, AGO, MoED, MoF
	Action 3.1c: Promote investment opportunities in the Maldives and facilitate Maldivian commercial interests abroad through investor forums and by exploring marketing opportunities	●	●	●	●	●	MoFA	PO, AGO, MoED, MoF

Policy 4: Provide a quality and efficient consular service to Maldivians abroad

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 4.1: Strengthen consular services for Maldivians abroad	Action 4.1a: Increase awareness about consular services abroad	●	●	●	●	●	MoFA	
	Action 4.1b: Establish an emergency consular trust fund for assisting Maldivians in distress	●	●	●	●	●	MoFA	PO, AGO, MoF
	Action 4.1c: Appointment of Honorary Consuls in key countries	●	●	●	●	●	MoFA	PO, MoF
	Action 4.1d: Conclude visa waiver agreements and arrangements for ease of travel	●	●	●	●	●	MoFA	PO

Policy 5: Establishment of a professional Foreign Service

Strategies	Action	2019	2020	2021	2022	2023	Lead Implementing Agency	Other Implementing Agencies
Strategy 5.1: Developing Human Resource capacity of Foreign Service	Action 5.1a: Enact the Foreign Service Act		●	●			AGO	People's Majlis, PO, MoF, MoFA
	Action 5.1b: Strengthen and institutionalise the Foreign Service Institute of Maldives	●	●	●	●	●	MoFA	MQA, MNU, PSTI
Strategy 5.2: Strengthen the administrative, coordination and monitoring mechanism in the foreign service	Action 5.2a: Develop a mechanism for regular dialogue between Missions and Headquarters	●	●	●	●	●	MoFA	
	Action 5.2b: Develop an integrated management system to interlink missions, consular and Headquarters <i>[To be coordinated and implemented with Policy 2 of ICT subsector matrix]</i>	●	●	●	●	●	MoFA	NDC, CTO
	Action 5.2c: Establish a coordinating mechanism within the Government on mobilising and seeking resources abroad	●	●	●			MoFA	MoF



Good Governance

ACRONYMS

Aasandha	Aasandha Company	DOH	Department of Heritage
ACC	Anti-Corruption Commission	DPO	Disabled People's Organisations
ACTSD	Advisory Committee on Training and Skill Development	DRR	Disaster Risk Reduction
ADR	Alternative Dispute Resolution	DV	Domestic Violence
AGO	Attorney General's Office	EBT	Employer Based Training
AIA	ADDU International Airport Limited	EC	Elections Commission
AMR	Antimicrobial Resistance	EIA	Environmental Impact Assessment
ANS	Airport and Air Navigation Service	Employer Federation	National Federation of Maldivian Employers
APL	Assistive Products List	ENDS	Electronic Nicotine Delivery System
ARC	Advocating the Rights of Children	EPA	Environment Protection Agency
ASRH	Adolescent Sexual and Reproductive Health	EPR	Extended Producer Responsibility
ATA	Association of Travel Agents	ERTs	Emergency Response Teams
Audit Office	Auditor General's Office	EToM	Employment Tribunal of Maldives
Bar Council	Maldives Bar Association	FA	Figh Academy
BATNEEC	Best Available Techniques Not Entailing Excessive Cost	FAM	Football Association of Maldives
BC	Business Centres	FC	Family Court
BCC	Business Center Corporation	FCL	FENAKA Corporation Limited
BML	Bank of Maldives	FCSC	Family and Children Service Centre
BPEO	Best Practical Environmental Options	FDC	Fahi Dhirulhun Corporation
BVISM	Blind and Visually Impaired Association of Maldives	FIS	Fishery Information System
CAM	Communications Authority of Maldives	FMCL	Fund Management Corporation Limited
CBA	Curriculum Base Assessment	FPA	Family Protection Authority
CBO	Community Based Organization	FPU	Family Protection Unit (IGMH)
CBPO	Community-based producer organization	FTFs	Foreign Terrorist Fighters
CBR	Community Based Rehabilitation	GAM	Guesthouse Association of Maldives
CC	Civil Court	GBV	Gender Based Violence
CDMR	Disability Management and Rehabilitation	GDP	Gross Domestic Product
CGS	Credit Guarantee Scheme	GEL	Gender Equality Law
CMDA	Capital Market Development Authority	HACCP	Hazard Analysis Critical Control Points
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation	HDC	Housing Development Corporation
CSC	Civil Service Commission	HDFC	Housing Development Finance Corporation
CSG	Community Social Group	HDI	Human Development Index
CSO	Civil Society Organization	HEI	Higher Education Institution
CSTI	Civil Service Training Institute	HEMIS	Higher Education Management Information System
CTO	Chief Technology Officer	HFs	Health Facilities
DALYs	Disability Adjusted Life Years	HPA	Health Protection Agency
DAM	Divers' Association of Maldives	HPL	S.Hithadhoo Ports Limited
DASA	Directorate of Aviation Security Administration	HRCM	Human Rights Commission of Maldives
DBA	Dhivehibahuge Ekedamee	IASL	Island Aviation Services Limited
DC	Drug Court	IBM	Island Beverages Maldives
Dhiraagu	Dhivehi Raajjeyge Gulhun Private Limited	IBT	Institution Based Learning
DJA	Department of Judicial Administration	ICAO	International Civil Aviation Organization
DNR	Department of National Registration	ICOM	Information Commissioner's Office
		ICOST	Institute for Correctional Service
		IDB	Islamic Development Bank
		IGMH	Indira Gandhi Memorial Hospital
		ILO	International Labour Organization

Immigration	Maldives Immigration	MFMC	Maldives Fund Management Corporation
IMO	International Maritime Organisation	MGT	Multi Grade Teaching
IOM	International Organisation for Migration	MHAF	Mental Health Awareness Foundation
IORA	Indian Ocean Rim Association	MHC	Maldives Hajj Corporation
IOTC	Indian Ocean Tuna Commission	MIAC	Maldives International Arbitration Centre
ISO	International Organisation for Standardisation	MIB	Maldives Islamic Bank
ISR	Intelligence, Surveillance and Reconnaissance	MICE	Meetings, Incentives, Conferences and Exhibitions
ITN	Integrated Transportation Network	MIFCO	Maldives Industrial Fisheries Company Limited
IUCN	International Union for Conservation of Nature	MIRA	Maldives Inland Revenue Authority
IUM	Islamic University of Maldives	MLSA	Maldives Land and Survey Authority
IWMC	Island Waste Management Centre	MMA	Maldives Monetary Authority
JCI	Junior Chamber International	MMC	Maldives Media Council
JJU	Juvenile Justice Unit	MMDC	Maldives Medical and Dental Council
Journey	Journey NGO	MMPRC	Maldives Marketing and Public Relations Corporation
JSC	Judicial Service Commission	MMRI	Maldives Marine Research Institute
KPL	H.Dh. Kulhudhufishi Ports Limited	MMS	Maldives Meteorological Services
LAM	Liveaboard Association of Maldives	MNDF	Maldives National Defence Force
LD	Learning Difficulty	MNIS	Maldives National Institute of Sports
LGA	Local Government Authority	MNMC	Maldives Nursing and Midwifery Council
LGTI	Local Governance Training Institute	MNU	Maldives National University
Local Councils	Local Councils, Island Councils	MoACH	Ministry of Arts, Culture and Heritage
LRA	Labour Relations Authority	MoCST	Ministry of Communication, Science and Technology
MACCS	Maldives Authentic Crafts Cooperative Society	MoD	Ministry of Defence
MACI	Maldives Association of Construction Industry	MoE	Ministry of Education
MACL	Maldives Airports Company Limited	MoED	Ministry of Economic Development
MAHC	Maldives Allied Health Council	MoEn	Ministry of Environment
MAHRP	Maldives Association of Human Resources Professionals	MoF	Ministry of Finance
Manfaa Centre	Manfaa Centre on Ageing	MoFA	Ministry of Foreign Affairs
MAPD	Maldives Association of Physical Disabilities	MoFMRA	Ministry of Fisheries, Marine Resources and Agriculture
MATATO	Maldives Association of Travel Agents and Tour Operators	MoGFSS	Ministry of Gender, Family and Social Services
MATI	Maldives Association of Tourism Industry	MoH	Ministry of Health
MAYA	Maldives Association of Yacht Agents	MoHA	Ministry of Home Affairs
MBC	Maldives Broadcasting Commission	MoHE	Ministry of Higher Education
MBS	Maldives Blood Services	MoHUD	Ministry of Housing and Urban Development
MBuC	Maldives Business Community	MoIA	Ministry of Islamic Affairs
MCAA	Maldives Civil Aviation Authority	MoNPI	Ministry of National Planning and Infrastructure
MCB	Maldives Commercial Bank	MoT	Ministry of Tourism
MCrS	Maldives Correctional Services	MoTCA	Ministry of Transport and Civil Aviation
MCS	Maldives Customs Services	MoYSCE	Ministry of Youth, Sports and Community Engagement
MDA	Maritime Domain Awareness	MPAO	Maldives Pension Administration Office
MDN	Maldivian Democracy Network	MPC	Maldives Paralympics Committee
MEA	Maldives Energy Authority	MPL	Maldives Ports Limited
MEMIS	Maldives Education Management Information System	MPS	Maldives Police Services
MFDA	Maldives Food and Drug Authority	MQA	Maldives Qualification Authority
		MRC	Maldives Red Crescent
		MRPS	Maldives Retirement Pension Scheme
		MSE	Maldives Stock Exchange

MSPEA	Maldives Seafood Processors and Exporters Association	PBN	Performance Based Navigation
MTA	Association	PC	National Pay Commission
MTCC	Maldives Transport Authority	PCB	Privatization and Corporatization Board
MTS	Maldives Transport and Contracting Company	PEPs	Politically Exposed Persons
MTUC	Maldivian Thalassaemia Society	PGO	Prosecutor General's Office
MWSC	Maldives Trade Union Congress	PH	Port Health
NA	Maldives Water and Sewerage Company	PND	Pre-natal Diagnosis
NACP	National Archives of Maldives	PO	The President's Office
NALO	National Anti-Corruption Policy	Polytechnic	Maldives Polytechnic
NAM	National Assessment of Learning Outcomes	PPA	Power Purchasing Agreement
NATO	National Museum	PPP	Public Private Partnership
NAVTEX	the North Atlantic Treaty Organization NAVigational TELeX	Private HEIs	Private Higher Education Institutions
NBC	National Bureau of Classification	Private HFIs	Private Health Facilities
NBS	National Bureau of Statistics	PSM	Public Service Media
NCA	National Center for the Arts	PSP	Private Sector Participation
NCD	Non-Communicable Disease	PSTI	Public Service Training Institute
NCETF	National Climate Emergency Trust Fund	PCVE	Prevent Violent Extremism
NCF	National Curriculum Framework	PWDs	Persons with Disabilities
NCGC	National Career Guidance Centre	QAD	Quality Assurance Department
NCHQ	National Centre for the Holy Quran	RA	Regional Airports
NCIT	National Centre for Information Technology	RH	Reproductive Health
NCN	National Computer Network	RMNCAH	Reproductive, Maternal, Newborn, Child and Adolescent Health
NCTC	National Counter-Terrorism Center	RTO	Registered Training Organizations
NDA	National Drug Agency	RWMT	Regional Waste Management and Treatment Facility
NDC	National Data Centre	SA	School Administration
NDCC	National Drug Control Council	SABAH	SAARC Business Association of Home-Based Workers
NDMA	National Disaster Management Authority	SBI	State Bank of India
NEOP	National Emergency Operations Plan	SBPD	School-Based Professional Development
NER	Net Enrolment Rate	Scout Association	The Scout Association of Maldives
NGO	Non-governmental Organization	SCUBA	Self-Contained Underwater Breathing Apparatus
NIE	National Institute of Education	SDFC	SME Development and Financing Corporation
NL	National Library	Sea ports	Sea ports
NPC	National Paralympic Committee	SEN	Special Education Needs
NRC	National Research Council	SFDRR	Sendai Framework for Disaster Risk Reduction
NSA	National Sports Association	SHE	Society for Health Education
NSC	National Sports Council	SIA	Social Impact Assessment
NScC	National Security Council	SIDS	Small Island Developing States
NSPA	National Social Protection Agency	SIGAFAF	School Improvement, Quality Assurance & Accountability Framework
NTLAC	National Tripartite Labour Advisory Council	SMS	Safety Management Systems
NVDA	Nonvisual Desktop Access	SO	Special Olympics
NYC	National Youth Council	SOE	State-Owned Enterprise
OIC	Organisation of Islamic Cooperation	SOP	Standard Operating Procedure
P/CVE	Preventing and Countering Violent Extremism	SRH	Sexual and Reproductive Health
PALS	Professional Association of Laboratory Sciences	STELCO	State Electric Company
PARLEY	Parley Maldives		

STEM	Science, Technology, Engineering, and Mathematics
STEPS	The WHO STEPwise approach to Surveillance
STO	State Trading Organization
TEAM	Tourism Employees Association of Maldives
TECOM	Training and Education Command
TETRA	TErrestrial Trunked RAdio
TM	Transparency Maldives
TRCs	Teacher Resource Centres
TTF	Tourism Training Fund
TVEC	Technical, Vocational Education Centre
TVET	Technical, Vocational Education and Training
TVETA	Technical, Vocational Education and Training Authority
UNCAC	United Nations Convention against Corruption
UNCLOS	United Nations Convention on the Law of the Sea
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
URA	Utility Regulatory Authority
VAC	Violence Against Children
VMS	Vessel Monitoring System
VTS	Vessel Traffic Service
WAMCO	Waste Management Company
WDCs	Women's Development Communities
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WOB	Women on Board
YDP	Youth Development Programme

References given in square brackets “[]” are to:

M	Joint Manifesto
MM	Mini Manifesto used during the 2018 Election campaign
P	Campaign Pledges
A19	Agenda 19

