

One Maldives



MALDIVES PARTNERSHIP LANDSCAPE ASSESSMENT

Photo by Yasmeen Rasheed, UNDP Maldives



**UNITED NATIONS
MALDIVES**



**PARTNERSHIP
ACCELERATOR
2030 AGENDA**
FOR SUSTAINABLE DEVELOPMENT

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Inputs from the United Nations Resident Coordinator's Office Maldives, the Development Planning & SDG Coordination Section of the Ministry of National Planning, Housing and Infrastructure, Republic of Maldives, and The Partnering Initiative.

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2030 Agenda Partnership Accelerator



**PARTNERSHIP
ACCELERATOR**
2030 AGENDA
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The 2030 Agenda Partnership Accelerator is a collaborative initiative by United Nations Department of Economic and Social Affairs (UN DESA) and The Partnering Initiative, in collaboration with United Nations Office for Partnerships (UNOP), UN Global Compact, and the UN Development Coordination Office. The initiative aims to significantly help accelerate effective partnerships in support of the Sustainable Development Goals.

Direct partnership training support and advisory services are offered to member States and UN entities/Resident Coordinators/country teams wishing to foster stronger collaboration between stakeholders and sectors, and enhance their capacities in forging new multi-stakeholder partnerships and partnership platforms.

Among the objectives of the Partnership Accelerator are to bolster effective country driven partnerships and partnership platforms in support of SDG implementation, including through national partnership workshops. Organized in collaboration with the UN Resident Coordinators in select countries and informed by in-depth needs analysis used to define their scope and content, these workshops offer training on the development of effective partnerships, and enhanced understanding of relationships across participants from different sectors, in order to launch new partnerships for supporting SDG implementation.

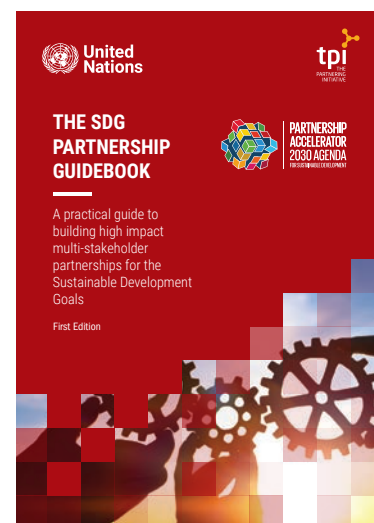
The 2030 Agenda Partnership Accelerator is currently working with the UN Resident Coordinators Office Maldives in advancing effective partnerships and building back better from COVID-19.

More information

sustainabledevelopment.un.org/PartnershipAccelerator

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The SDG Partnership Guidebook

A practical guide to developing high impact multi-stakeholder partnerships for the Sustainable Development Goals

Executive summary

Achieving the 2030 Agenda for Sustainable Development, including its 17 Sustainable Development Goals (SDGs), require a whole of government and whole of society approach to ensure that no one is left behind - a central promise of the 2030 Agenda for Sustainable Development.

While the impact of the COVID-19 pandemic is global, Maldives suffers particular and unique impacts due to the high exposure of its economy to external shocks. Both the World Bank and Asian Development Bank assess Maldives as being one of the worst hit in the world from the pandemic.

The **2030 Agenda Partnership Accelerator**, in close consultation with the United Nations Resident Coordinators Office in Maldives and the Government of Maldives, is supporting a process to advance the implementation of the SDGs and build back better from COVID-19 by enhancing cohesion among sectors and stakeholders and inspiring new multi-stakeholder partnerships in Maldives.

The Maldives Partnership Landscape Assessment serves as a key input to this support. It is the result of an extensive consultative process with the government, the private sector, civil society organizations (CSOs), and external development partners that are supporting social, economic and environmental development in Maldives.

The assessment sets out to identify:

- **National stakeholders** involved in driving the SDGs in Maldives, including their level of engagement with the SDGs, and their potential resources towards developing inclusive partnerships
- **Types of partnerships** that exist in Maldives, and the level of engagement and support for partnerships among stakeholders and sectors
- **Existing mechanisms** for engaging stakeholders and sectors towards implementation of the SDGs in Maldives
- **Thematic areas and issues** with strong potential for developing new partnerships across stakeholders and sectors in Maldives, and with regional and global institutions and donors



The assessment is anchored around the five P's of the 2030 Agenda for Sustainable Development: **Partnerships, People, Planet, Peace and Prosperity**.

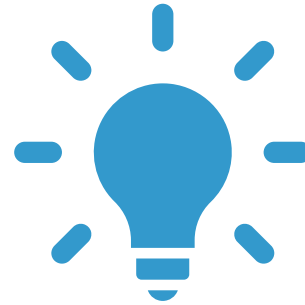
Overall, the exercise shows that there is a broad interest and willingness to partner among most of the stakeholders in Maldives. However, there is also a certain lack of trust in the process, which is driven by limited capacities within institutions to partner effectively. The understanding of SDGs and the value of partnerships to advance sustainable development among Government counterparts and private sector is also limited, which is hindering effective partnering nationally.

There is a clear need to establish inclusive multi-stakeholder platforms that engage meaningfully with all stakeholders and sectors, including the private sector. Key areas that were identified that could foster more effective partnerships in Maldives include:

- Developing an enabling environment within the government that is conducive of collaboration
- Developing clear government policies around partnerships and multi-stakeholder collaborations
- Establishing collaborative multi-stakeholder platforms for building partnerships
- Provide templates for partnership memoranda of understanding and other non-legal partnering agreements
- Enhance technical support and capacity building through trainings and peer learning

Areas for new partnerships

Stakeholder and resource mappings were conducted as an integral part of the assessment to identify areas of interest, convergence and available resources among national stakeholders. These yielded a set of thematic areas which have strong potential and interest among stakeholders and sectors in forging new partnerships, summarized in the table below.



Area	Description
People	<p>There is an urgent need to provide high quality mental health services in Maldives, which to date is in short supply in comparison to the demand, a gap which has been exacerbated by the COVID-19 pandemic.</p> <p>The resource mapping done in this area indicates the possibility of establishing transformational partnerships with appropriate mechanisms and support from the government and development partners.</p> <p>Furthermore, partnerships with academic institutions and media have the potential to develop popular narratives on key areas such as mental health, reducing the burden of NCDs, technical and skill development, reducing inequalities and empowerment of women and vulnerable populations including persons with disabilities and migrant workers.</p>
Planet	<p>Clean energy is a national priority that has huge potential for new partnerships with the private sector, leading to more sustainable business practices in Maldives.</p> <p>The resource mapping clearly indicates that the private sector can bring a range of untapped resources in this area, including technical expertise, equipment, knowledge and understanding of the local context.</p> <p>However, since the private sector engagement with the SDGs is quite limited at present, it would require the government to enhance their facilitation of such engagement, make further steps for establishing an enabling environment conducive to collaboration, and build more trust.</p>
Peace	<p>The mapping shows that there is a strong need for genuine partnering around good governance as part of rolling out decentralization, which is critical to ensure fairness, equitable justice and building public trust in institutions and among institutions.</p>
Prosperity	<p>The potential for developing partnerships in this area is very high. Diversifying the economy and engaging the private sector in building back better after the COVID-19 pandemic is flagged as a key priority. In particular, building the capacity of local cooperatives and small and medium enterprises (SMEs) is essential in fostering new partnerships towards this objective, especially around climate smart agriculture and sustainable fishery.</p>

Introduction

The Strategic Action Plan (SAP) of the Government of Maldives is its central policy framework and planning document that guides the overall development direction of Maldives for the period 2019-2023. Key national priorities and goals are set out in the SAP and sectoral master plans. The SAP is positioned around 5 themes with 33 subsector policies and related actions (Figure 1).

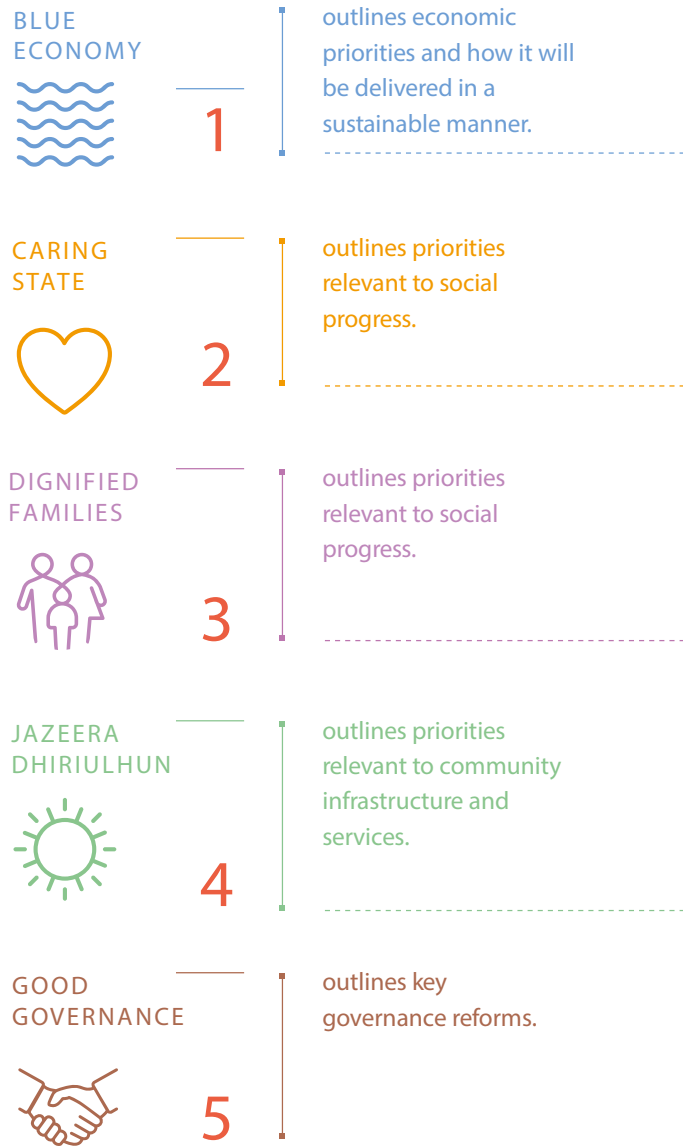
The COVID-19 pandemic, and its related shocks, have heightened the realisation of the vulnerability of the country and its dependence on global markets. Hence, the government has revisited the SAP and prioritised strategies for the next threeyears, with a focus on recovery and building national resilience.

At this juncture, the UN system in Maldives is planning its support for Mainstreaming, Acceleration and Policy Support (MAPS) which is well placed to help identify longer term development pathways to achieve the 2030 Agenda. The MAPS provides an approach for UN Maldives to maximize the effectiveness of its support to the government and partners for achieving the SDGs.

The MAPS process will identify integrated and practical tools, as well as multi-stakeholder collaboration models that can help partners think across sectors and assess how current policy choices will impact longer term objectives. The MAPS will also support the development of the UN Sustainable Development Cooperation Framework 2022-2026, ongoing efforts regarding national development planning, and dialogues and consultations regarding UN75 .

As the government and the UN works towards building resilience and progress towards the 2030 Agenda, it is crucial to have a clear picture of how the partnership landscape looks in the country, and to systematically study the nature of existing partnerships and potential areas for new collaborations. The present assessment therefore serves as an important contribution to the overall process of advancing partnerships in support of the 2030 Agenda for Sustainable Development in the Maldives.

THE SAP PRESENTS 5 SECTORS. THEY ARE:



1
mv/SAP/

<https://presidency.gov>.

Figure 1

Mapping stakeholders and resources



Enabling environment for partnerships



In order to identify common priorities among stakeholders in Maldives, an extensive mapping of stakeholders was completed, using the Stakeholder mapping tool from the **SDG Partnership Guidebook**¹. Stakeholders were mapped against each of the SDGs, with the purpose to identify common or competing priorities and their individual capacity, interest, and willingness to work towards a shared goal.

The stakeholder mapping exercise provides a systematic approach to identifying all interested / interesting parties and begins to help to distinguish the roles each of these might take in relation to common objectives. This report includes an initial high level mapping. The development of partnerships will require a more detailed identification of the stakeholders, their interests and their connections.

The mapping included identifying the resources that each of the stakeholders might be able to bring towards the specific objectives.

It is noted that the majority of the resources are concentrated in the government and private sector.

¹ https://sustainabledevelopment.un.org/content/documents/2698SDG_Partnership_Guidebook_1.01_web.pdf

Although there are a limited number of multi-sectoral committees and boards as part of various policies and legislations, stakeholders have stressed that platforms and supporting mechanisms is key for mobilizing transformational partnerships in Maldives, as is the need to build an enabling environment - including trust and engagement across societal actors - that supports collaboration. The lack of support is however often a result of the lack of understanding on the value of partnerships, and the know-how to make it happen.

One of the reasons for limited partnerships with the private sector appears to be that when dealing with private sector, the government has the role of the regulator and possible conflict of interest for further engagement. This indicates the need for awareness around the value of transformational and multi-stakeholder partnerships, enhance facilitation of such opportunities, build more trust, and make further steps for establishing an enabling environment conducive to collaboration.

Government agency mandates and policies provide the opportunity for partnerships within government ministries and institutions. However, there are no transformational partnerships, and the lead government agency is often the sole responsible agency, thus preventing the realization of other agencies to play a key part in contributing meaningfully. Contributing factors to this include vertical and silo working arrangements within government institutions and limited participatory planning of programmes.

As Maldives is party to a number of international conventions, formal structures exist which include some multi-stakeholder engagement mechanisms. In many cases, the level of engagement and ownership is however largely driven by

an individual rather than the institution. Furthermore, the operational modalities are not sufficient to set an environment that leads to new transformational partnerships. Other factors that hinder sustained engagement is the frequent change of committee members and their position and influence within their respective institution to ensure continuity of such work.

In addition, there is no formal mechanism within the government that enables public institutions to provide consistent support, resources and engagement with civil society, despite the wide existence of NGOs with expertise and capacity in this area.

The assessment thus shows clearly the need to establish inclusive multi-stakeholder platforms that engage meaningfully with all stakeholders and sectors, including the private sector. The need for developing partnership platforms was also highlighted during a partnership webinar with stakeholders in Maldives on 2 November 2020 .

In summary, key areas that were identified that could foster more effective partnerships in Maldives include:

- Developing an enabling environment within the government that is conducive of collaboration
- Developing clear government policies around partnerships and multi-stakeholder collaborations
- Establishing collaborative multi-stakeholder platforms for building partnerships
- Provide templates for partnership memoranda of understanding and other non-legal partnering agreements
- Enhance technical support and capacity building through trainings and peer learning



People

Overall, partnerships are limited in this area, although some exists, mostly among CSOs, but also with development partners and multilateral agencies.

On the positive side, there are some emerging partnerships between the government and private sector in the areas of health care,

Technical Vocational Education and Training (TVET), higher education and empowerment of women and persons with disabilities.

In addition, a number of alliances are being formed among civil society organizations.



Existing partnerships

Sector	Landscape
Government and public institutions	<p>Government agency mandates and policies provide the opportunity for partnerships among government ministries and institutions. However, transformational partnerships are rare, and the lead government agency is seen to be the sole responsible agency, thus preventing the realization of other agency roles in achieving the SDG goals for the people.</p> <p>School health within education is the closest transformational partnership that currently exists.</p> <p>Deterrents to partnerships within government include vertical programmes within sectors, silo working arrangements and limited participatory planning of programmes.</p>
Civil society	<p>Well established NGOs in this area have technical and management arrangements that allow them to engage with the government and other developmental partners. The establishment of alliances among CSOs working on similar is however starting to emerge, which is positive.</p> <p>Examples of CSO involved partnerships:</p> <p>Society for Health Education (SHE): conducts projects with support from development partners to empower communities on sexual and reproductive health and adolescent/youth health.</p> <p>Maldives Non-Communicable Disease (NCD) Alliance: alliance of NGOs & organizations jointly working towards the cause of NCD Control in Maldives</p> <p>Cancer Society of Maldives (CSM): part of the NCD Alliance, a national community based (non-profit/non-governmental) organization formed for the purpose of reducing the incidence and impact of cancer in the Maldives</p> <p>Care Society: conducts awareness, therapy and empower families to care for PWDs, and advocate for access to health care and protection for victims – partners with Ministry of Gender, Family and Social Services (MoGFSS) and Ministry of Health (MoH).</p> <p>Aged Care: conducts programmes to promote healthy ageing and community based programmes to maintain mobility and mental health for ageing populations – partners with MoGFSS and HPA.</p> <p>Uthema: advocates and conducts awareness for gender equality and women’s empowerment, Gender-Based Violence (GBV) and access to health care and protection for victims with United Nations Population Fund (UNFPA).</p> <p>Advocating for the Rights of Children (ARC): advocates and conducts awareness for child rights and empowerment including health, education and inclusion.</p> <p>Youth clubs: conducts awareness programmes for youth on health and skills for employment.</p> <p>Guides and scouts: conduct community and school based programmes on social aspects</p> <p>Sports associations conducts physical education and sports competitions in partnership with schools and youth clubs</p>

Sector	Landscape
Private sector	<p>A number of private sector institutions exist in the area of health and education, although partnerships between government and private sector are very limited.</p> <p>In areas of inequalities, partnerships are almost non-existent with private sector with regard to access to services and employment for women, PWDs and other vulnerable groups.</p>
Media and academia	<p>There is some level of engagement with media: traditional, online news, and social media and influencers, particularly in the area of health. However, there is limited expertise among the local media personnel and also the government actors to develop and sustain a narrative around SDG implementation.</p> <p>Similarly, some partnering is taking place among higher education and academia that has a strong potential to grow, in particular in improving the public narrative around evidence-based policy making.</p>
Development partners	<p>There is plenty of partnering taking place between development partners, UN entities, bilateral and multilateral agencies. However, projects are often short-term.</p> <p>Key actors include World Health Organization (WHO), United Nations Children's Fund (UNICEF), UNFPA, United Nations Education Scientific and Cultural Organization (UNESCO), United Nations Office on Drugs and Crime (UNODC), ADB and the World Bank.</p>

Potential for new partnerships

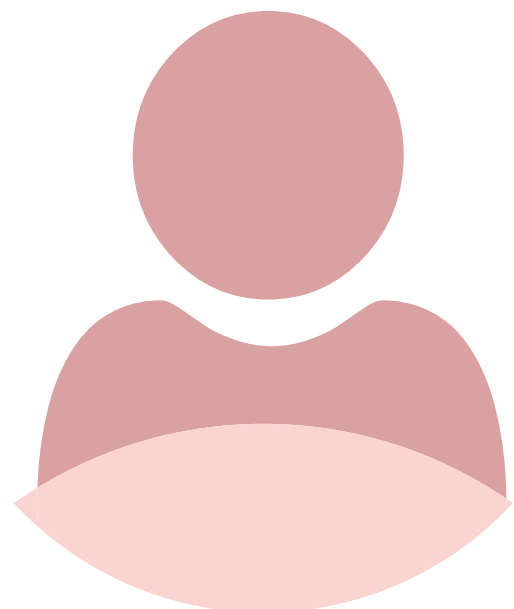
There are a number of areas that have great potential for forging new multi-stakeholder and multi-sectoral transformational partnerships in this area. Leveraging the technical expertise of NGOs through partnerships with government is particularly worth pursuing.

There is an urgent need to provide high quality mental health services in Maldives, which to date is in short supply in comparison to the demand, a gap which has been exacerbated by the COVID-19 pandemic.

The resource mapping done in this area indicates the possibility of establishing transformational partnerships with appropriate mechanisms and support from the government and development partners.

Furthermore, partnerships with academic institutions and media have the potential to develop popular narratives on key areas such as in mental health, reducing the burden of NCDs, technical and skill development, reducing inequalities and empowerment of women and vulnerable populations including persons with disabilities and migrant workers.

Maldivian Red Crescent (MRC), being an independent organization, auxiliary to the public authorities, is in a unique position for developing partnerships in this area. MRC works not only in emergency situations but has formed partnerships for migrant health and well-being.



Mapping: Stakeholders and Resources for Mental Health

The below identifies potential partners and the resources they could bring to a partnership around mental health.

Stakeholder	Main Role	Resources
Ministry of Health	Regulator	Legal framework; Relation with policy makers; donors; Office space; project development, Facilitations, statistics
Health Protecting Agency (HPA)	Knowledge provider	Technical; project development and management, Relation with policy makers; donors & media; Admin support, facilitations, information dissemination, statistics, market analysis
Centre for Mental Health (CMH)	Implementer	Specialist staff; Relation with policy makers & suppliers; training and capacity building; information dissemination; therapeutic devices, statistics
Public Hospitals and health centers	Implementer	Technical expertise; medicines; information dissemination; therapeutic devices, statistics, transport
Private Hospitals	Implementer	Specialist staff; Relation with suppliers; training and capacity building; management expertise; information dissemination; therapeutic devices, statistics; market analysis; transport
Psychology and counselling service providers (private sector)	Implementer	Specialist staff; training and capacity building; information dissemination; therapeutic devices, statistics
Maldives Food and Drug Authority	Regulator	Specialist staff; Legal framework; information dissemination, statistics
National Drug Agency	Implementer	Specialist staff; Relation with policy makers; donors; information dissemination, statistics, transport
State Trading Organization (STO medicals)	Contractor	Technical expertise; Relation with suppliers; medicines; therapeutic devices, statistics, transport

Stakeholder	Main Role	Resources
Pharmacies (private sector)	Implementer	Specialist staff; Relation with suppliers; therapeutic devices
Home for People with Special Needs	Implementer	Specialist staff; Relation with suppliers; medicines, therapeutic devices, statistics
Schools	Implementer	Technical expertise, students, information dissemination, therapeutic devices, space, statistics
CSOs working with Youth, Drug Users; PWDs and elderly	Influencer	Volunteers, information dissemination, therapeutic devices, local knowledge, statistics
Maldives Red Crescent	Influencer	Technical expertise; training and capacity building. Volunteers, Admin support, Facilitations, information dissemination, local knowledge, statistics
Youth clubs/groups	Influencer	Volunteers, information dissemination, local knowledge
Ministry of Finance	Funder	Relation with policy makers & donors; facilitations
Ministry of Education	Implementer	Technical expertise; Relation with policy makers; donors; project development, information dissemination, space, statistics
Ministry of Gender Family and Social Services	Implementer	Technical expertise; Relation with policy makers; donors, information dissemination, statistics
Ministry of Youth, Sports and Community Empowerment	Influencer	Technical expertise; Relation with public; information dissemination, space, local knowledge, statistics
Universities and Colleges	Knowledge provider	Technical expertise, training and capacity building; students, project development, information dissemination, statistics; market analysis
Media	Informer	Marketing; Facilitations; Information dissemination
Telecom providers	Contractor	Information dissemination

Stakeholder	Main Role	Resources
WHO	Informer	Technical expertise; Relationship with donors; project development; Marketing; Facilitations; local knowledge, statistics
UNICEF	Informer	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics
UNESCO	Informer	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics
UNESCAP	Informer	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics
IOM	Informer	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics
UNFPA	Informer	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics

Planet

Overall, partnerships are limited among government agencies, CSOs and the private sector. A few genuine partnerships exist with development partners and multilateral agencies.

Even though there is frequent engagement with civil society on a number of issues and projects by the government, it is on a temporary and short-term basis.

In general, there is a need to orient actors towards transformational partnerships and establish formal mechanisms and networks that can mobilize and sustain partnerships.



Photo by Aishath Rizna



Existing partnerships

Sector	Landscape
Government and public institutions	<p>Utility companies such as SoE [Male' Water and Sewerage Company (MWSC), Fenaka Corporation, State Electric Company Limited (STELCO) and Waste Management Corporation Limited (WAMCO)] are key partners around safe water, sanitation, clean energy, climate action and responsible consumption.</p> <p>There are a few emerging projects between the government and SoEs around clean water and sustainable energy which have the potential to be developed as transformational partnerships.</p>
Civil society	<p>Most of the CSOs in Maldives, including island youth clubs, are working in this area. Their technical expertise is often also leveraged through the government and other development partners.</p> <p>CSO-involved partnerships include:</p> <p>Live and Learn: conducts projects with support from development partners to empower island communities on climate action, clean water and responsible consumption</p> <p>One Fuvahmulah¹: brings different stakeholders together to address environmental issues in the city</p> <p>Parley²: conducts plastic recycling in partnership with educational establishments and island communities</p> <p>Divers association: conducts monitoring and cleaning of lagoons and protected marine areas in partnership with community and government environment institutions</p> <p>Naifaru Juvenile³: partner with nearby resorts and island council for turtle conservation and partner with international volunteers for technical support and implements activities for island development.</p>

¹ One Fuvahmulah is a registered NGO active since 2017 in the city of Fuvahmulah. The NGO partners with different stakeholders and work to keep Fuvahmulah as a green city ensuring protection of environment is given due consideration in all development projects. Mr. Ismail Rafeeg, the founding member of One FuvahMulah shared their positive partnership experiences in the webinar held on 2nd November 2020 of working with several different stakeholders to address common developmental challenges in the city.

² Ms. Shaahina Ali, the director of Parley Maldives shared their positive partnership experiences in the webinar held on 2nd November 2020, on how the organisation collaborates on projects and partners with schools and councils to recycle plastic and on their work with international organisations to raise awareness on the beauty and fragility of the country's oceans.

³ Mr. Mohamed Ahmed Fulhu, the Vice Chairperson of Naifaru Juvenile- an organisation based in Lh. Naifaru – one of the community's oldest and most active NGOs which work to create a stronger community through developmental projects that involve or affect all the people of the island, shared their positive experiences of collaborating with the private sector to raise funds and how they run an international volunteers programme for their turtle conservation project and implements other developmental projects for the island.

Sector	Landscape
<p>Private sector</p>	<p>Partnership with the private sector is very limited in this area, although a huge potential for collaboration with the private sector is in the biosphere reserve in Baa Atoll, which is supported by the resorts, local community and government.</p> <p>In early 2020, the Namoonaa Baa initiative ⁴ was launched, with the unveiling of a new 'eco-centro' complex on the island of Maalhos - aimed to end the open burning of island waste, a radical shift towards eco-friendly waste management.</p>
<p>Media and academia</p>	<p>There are limited partnerships with the media in this area, seemingly driven by a lack of understanding of the SDGs.</p> <p>While universities and research institutes such as Maldives National University (MNU) and Marine Research Centre, are established in the country, there are few partnerships with academic institutions in the country aimed at disseminating evidence and innovations that can accelerate progress towards the SDGs. While there have been some innovations that has the possibility of contributing to the SDG goals, there is limited opportunities to market these innovations and create demand.</p>
<p>Development partners</p>	<p>Partnerships with development partners are strong with long term relationships with UN partners, resident and non-resident in the country as well as with multilateral and bilateral agencies. Large projects of medium term are ongoing where financial and technical resources are shared and developed.</p> <p>Some of the key development partners in this area include, United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), Global Environment Facility (GEF), Green Climate Fund (GCF), Asian Development Bank (ADB) and World Bank (WB).</p>

4

<https://soneva.com/blog/soneva-launches-the-namoonaa-baa-initiative>

Potential for new partnerships

There are a number of potential partnerships among the private sector and CSOs. A number of private institutions and businesses in the areas of travel and tourism could be explored. Strengthening partnerships with State Owned Enterprises is key with regard to acceleration of the SDGs in areas such as conservation of water, clean energy and transport, waste to wealth.

Research institutions have the possibility to provide relevant evidence, and hence are key potential partners.

Clean energy is a national priority that has huge potential for new partnerships with the private sector, leading to more sustainable business practices in Maldives.

The resource mapping clearly indicates that the private sector can bring a range of untapped resources in this area, including technical expertise, equipment, knowledge and understanding of the local context.

The below identifies the potential partners and the resources the different stakeholders could bring to the partnership of clean energy.



Mapping: Stakeholders and Resources for Clean Energy

The table below identifies potential partners and the resources they could bring to a partnership around clean energy.

Stakeholder	Main Role	Resources
Ministry of Environment	Regulator	Legal framework; Relation with policy makers & donors; Office space; Technical expertise; Project development & Management; Admin support; Facilitation; Statistics
Environment Protection Agency	Knowledge provider	Legal framework; Technical; Relation with policy makers & media; Admin support, facilitations, information dissemination, statistics,
Utilities (Fenaka, STELCO)	Implementer	Technical expertise; Specialist staff; Relation with policy makers & suppliers; training and capacity building; space, transport, information dissemination; equipment, market analysis, statistics
Ministry of National Planning, Housing and Infrastructure	Influencer	Technical expertise; project development & Management; admin support, facilitation, information dissemination; statistics, equipment, transport, space
Ministry of Economic development	Influencer	Relation with policy makers, donors & suppliers; facilitation
Ministry of Tourism	Influencer	Relation with policy makers, donors & suppliers; facilitation, information dissemination; statistics
Ministry of Transport	Regulator	Legal framework, Relation with policy makers, donors & suppliers; facilitation, information dissemination; statistics,
Local councils	Implementer	Relation with public, Local knowledge, space, information dissemination; statistics, transport
Housing Development Corporation	Implementer	Technical expertise, specialist staff, Relation with policy makers, donor and public, facilitation, local knowledge, space, information dissemination; statistics, transport, equipment,
Maldives Transport and Contracting Company	Contractor	Technical expertise; Specialist staff; Relation with policy makers, suppliers and public; training and capacity building; space, transport, information dissemination; equipment, market analysis, statistics

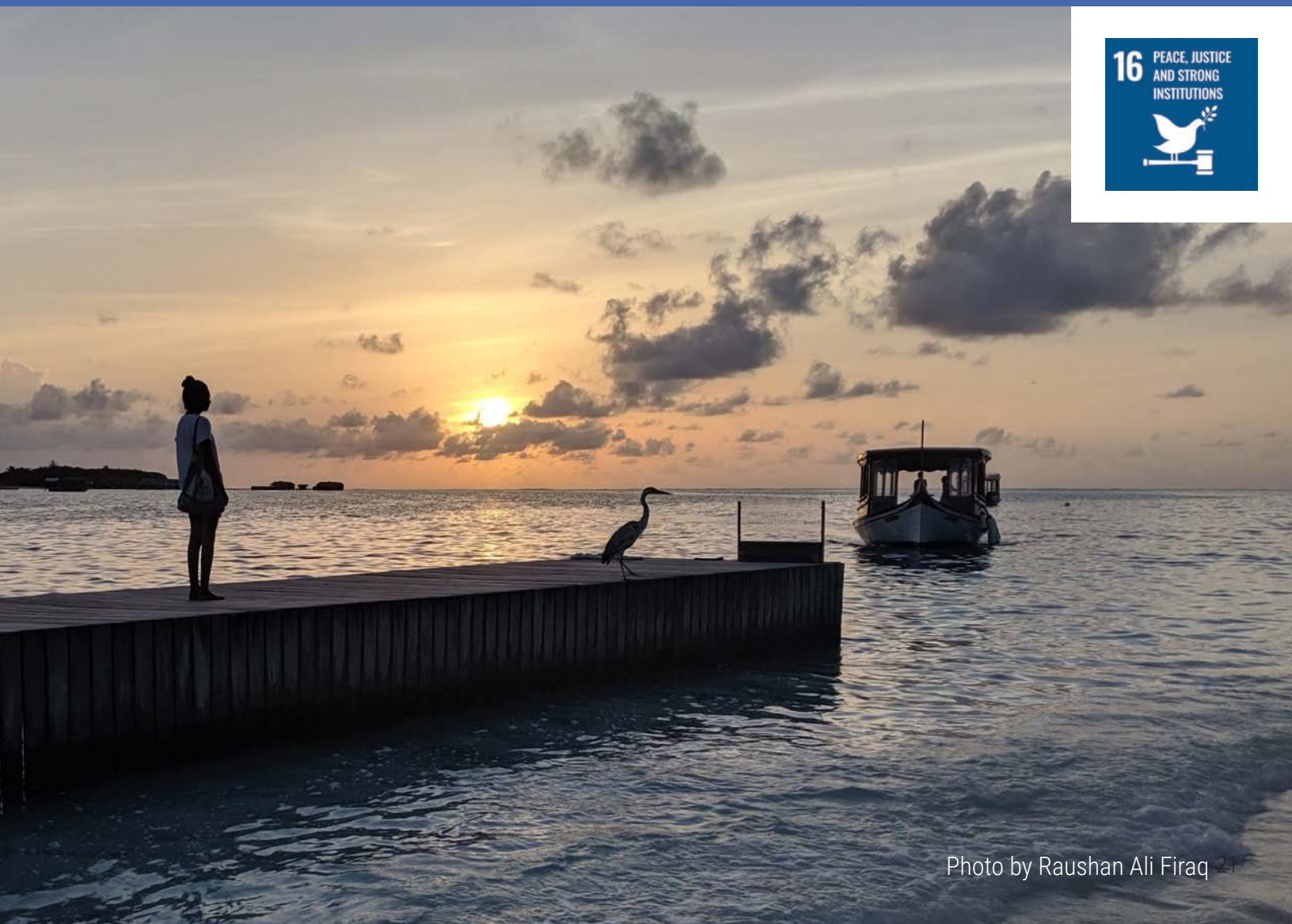
Stakeholder	Main Role	Resources
Private transport providers	Contractor	Technical expertise; Specialist staff; Relation with suppliers and public; training and capacity building; space, transport, information dissemination; equipment, market analysis, statistics
Resorts	Influencer	Technical expertise; Specialist staff; Relation with policy makers, suppliers; training and capacity building; space, transport, information dissemination; equipment, market analysis, statistics
Private businesses/suppliers	Contractors	Specialist staff; Relation with policy makers, suppliers; training and capacity building; space, transport, information dissemination; equipment, market analysis, statistics
CSOs working for clean energy and reduce air pollution	Informer	Technical expertise, volunteers, students, relation with public, local knowledge, information dissemination,
Universities and Colleges	Knowledge provider	Technical expertise, training and capacity building; students, project development, information dissemination, statistics; market analysis
Media	Informer	Marketing; Facilitations; Information dissemination
International donors (ADB, World Bank)	Funder	Relationship with policy makers & suppliers; Facilitations, Technical expertise, project development
Bilateral donors (India, China, Saudi)	Funder	Relationship with policy makers & suppliers; Facilitations, Technical expertise,
Funds (GCF, GEF, CAF)	Funder	Relationship with policy makers & suppliers; Facilitations
UNDP	Informer	Technical expertise; Relationship with donors; project development; Facilitations, statistics
UNEP	Informer	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics
UNESCO	Informer	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics
WTO	Informer	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics

Stakeholder	Main Role	Resources
UNOPS	Informer	Technical expertise; Relationship with donors; project development; Procurement
UN DESA	Informer	Technical expertise; Relationship with donors; training and capacity building, Facilitations, statistics
UNIDO	Informer	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics
WHO	Informer	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics

Peace

Partnerships are almost non-existent in this area and are limited to some aspects of crime prevention such as juvenile justice. Independent institutions, Judiciary and the Parliament appear to have the notion that joint work may result in public's loss of confidence in the institutions and question their independent nature. However, there are emerging efforts to partner between CSOs, but most are reluctant to engage in this area due to lack of trust and possible backlash that may affect their work.

A few partnerships are taking place with development partners and regional bodies particularly with regard to terrorism and crime prevention. However, a prerequisite for such work is appropriate mechanisms in terms of clear policy and enabling environment to build trust to move toward the SDG goal on building trust in institutions, justice, and peace.



Existing partnerships

Sector	Landscape
<p>Government and public institutions</p>	<p>There are a few partnerships around crime prevention, particularly focusing on children and adolescents. In this regard, Maldives Police Services (MPS), Juvenile Justice Unit (JJU), National Drug Agency (NDA), Education and Social Service sector institutions are partnering.</p> <p>Similarly, joint work is being carried out on counterterrorism with Maldives National Defense Force (MNDF) and other partners, and on judicial reform between the President's office and Attorney General's office. However, partnerships are not apparent between government and the independent institutions or judiciary.</p>
<p>Civil society</p>	<p>CSOs are few in this area, largely due to the power barriers and fear of action against the CSOs due to past experiences.</p> <p>Transparency Maldives is one of the CSOs that is active in this area and provides assessments that flag gaps and obstacles in progress towards this goal. Some government agencies partner with island level CSOs in crime prevention and protection of children and youth.</p> <p>There are a few emerging partnerships between the government, CSOs and local communities.</p> <p>CSO involved partnerships include:</p> <p>Anti-Corruption Commission (ACC) conducted a Social Audit Program (2017) in Fuvahmulak City in collaboration with Council and local CSOs.</p> <p>The Auditor General's Office is working with the Ministry of Finance to strengthen public financial management and have secured World Bank funding to carry out citizen participatory audits.</p>
<p>Private sector</p>	<p>Engagement with the private sector is minimal in this area. However, CSOs and government institutions recognize that financial institutions, private businesses and political parties have a major role to play in progress towards peace and justice.</p>
<p>Media and academia</p>	<p>A few partnerships exist with the media, government, and the private sector. However, the media narratives towards peace and justice are quite limited. Academia is minimally involved in this area and are hindered by the processes that discourage research that relates to institutions of crime, democracy, and power.</p>

Potential for new partnerships

There is potential to further strengthen existing partnerships around crime prevention. Beyond those, the need for developing partnerships against corruption and capacity for good governance is high, given the priority for decentralisation. There is scope to work with independent institutions other branches of the State, academia, CSOs and development partners. However, at present there is mistrust among government institutions and between government and other stakeholders such as CSOs and independent institutions. Hence, as a prerequisite for partnering, appropriate mechanisms need to be in place in terms of clear policy and enabling environment to build trust to move toward the SDG goal on building trust in institutions, justice, and peace.

The assessment shows that there is a strong need for genuine partnering around good governance as part of rolling out decentralization, which is critical to ensure fairness, equitable justice and building public trust in institutions and among institutions.

The below identifies the potential partners of and the resources the different stakeholders could bring to the partnership for good governance in view of decentralisation.



Mapping: Stakeholders and Resources for good governance in view of decentralization

Stakeholder	Main role	Resources
Ministry of Islamic Affairs	Influencer	Technical expertise; Advisor to Government, Relation with public; information dissemination, space, local knowledge, statistics
Local Government Authority	Regulator	Legal framework; relation with policy makers & donors; office space; technical expertise; project development &, management, admin support, space, facilitations, statistics
President's office	Influencer	Legal framework; relation with parliament & development partners;
City Councils	Implementer	Legal framework; technical; relation with policy makers, donors & public; admin support, space, facilitations, information dissemination, statistics
Atoll and Island Councils	Implementer	Relation with public, local knowledge, space, information dissemination; statistics, transport
Attorney General's office	Regulator	Legal framework; technical expertise, specialist staff, relation with policy maker, parliament & judiciary, facilitation, capacity building & training, information dissemination, statistics,
Anticorruption commission	Regulator	Legal framework; technical expertise, specialist staff, relation with policy maker, parliament & judiciary, facilitation, capacity building & training, information dissemination, statistics,

Stakeholder	Main role	Resources
Parliament	Influencer	Legal framework; technical expertise, specialist staff, relation with policy maker, judiciary & public, facilitation, information dissemination, statistics
Ministry of Finance	Funder	Legal framework; relation with policy makers & donors; capacity building & training, facilitations
Ministry of Home Affairs	Informer	Legal framework; relation with policy makers & donors; facilitations
National Centre for Information Technology, Ministry of Science and Technology	Knowledge provider	Legal framework; technical expertise, specialist staff, relation with policy makers & donors; capacity building & training,
Courts	Implementer	Legal framework; relation with policy makers, facilitations
Maldives Police Service	Implementer	Legal framework; relation with policy makers & public, facilitations
CSOs working in good governance	Informer	Technical expertise, volunteers, relation with public, local knowledge, information dissemination,
Universities and Colleges	Knowledge provider	Technical expertise, training and capacity building; students, project development, information dissemination, statistics; market analysis
Media	Informer	Marketing; Facilitations; Information dissemination
International donors (EU, ADB, World Bank)	Funder	Relationship with policy makers & suppliers; Facilitations, Technical expertise, project development
UNDP	Informer	Relationship with donors; project development; Facilitations, statistics
UNODC	Informer	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics
UNICEF	Informer	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics
OHCHR	Knowledge provider	Technical expertise; training and capacity building, Facilitations, statistics
UN Women	Informer	Technical expertise; training and capacity building, Facilitations, statistics

Prosperity

There are a number of collaborations between government institutions, including partnerships with local council and government bodies on provision of social benefits for the poor.

State Trading Organisation (STO), Ministry of Fisheries, Marine Resources and Agriculture (MoFMRA) and private businesses are working independently to make food available in the country, rather than to partner to achieve food security, improved nutrition and promote sustainable agriculture.

Partnerships with research institutes exists. As an example, the Maldives Marine Research institute, the fisheries industry and the private sector has partnered to foster innovation and economic growth.



Existing partnerships

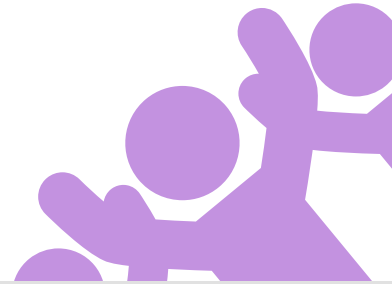
Sector	Landscape
Civil society	<p>Some level of partnerships is evident in Technical and Vocational Education and Training institutes with CSOs to promote training material.</p> <p>The Ministry of Fisheries, Marine Resources & Agriculture has partnered with local communities to form and sustain cooperatives in the area of agriculture. However, the focus is more towards economic growth than zero hunger.</p> <p>While there are a number of CSOs with expertise in this area, collaboration between CSO, government and private sector towards decent work is seemingly nonexistent.</p>
Private sector	<p>The private sector and the government work closely in the areas of tourism, fisheries, agriculture and construction industries to promote economic growth.</p> <p>There is room to develop additional partnerships with CSOs and academia for further enhancing innovation in this area.</p>
Media and academia	<p>Very few partnerships are taking place. Media is mostly a vehicle for spreading news, rather than to develop constructive dialogue and narrative.</p> <p>Similarly, research and innovation are not necessarily geared towards joint outputs for accelerating progress towards SDGs. For instance, evidence from research is not used in policy and programming decisions.</p> <p>However, the possibility is showcased by the recent innovations of the Maldives Marine Research Institute around marketing and sale of aqua-culture products.</p>
Development partners	<p>A number of partnerships exists with development partners, particularly in the area of higher education and science and technology. Partnerships with UNESCO, Japan International Cooperation Agency (JICA)/ Japan Overseas Corporation Volunteers (JOCV), Temasek Foundation, Singapore are some examples of development partners working on education and capacity building.</p> <p>While a few good partnerships exist, they tend to work in isolation and do not feed into policy decisions for SDGs.</p> <p>In addition, a number of bilateral (for example India, China, Saudi Arabia) and multilateral agencies (World Bank, Asian Development Bank (ADB), Islamic Development Bank (IDB)) have longstanding partnerships with different government institutions for sustained economic growth.</p>

Potential for new partnerships

The potential for developing partnerships in this area is very high. Diversifying the economy and engaging the private sector in building back better after the COVID-19 pandemic is flagged as a key priority. In particular, building the capacity of local cooperatives and small and medium enterprises (SMEs) is essential in fostering new partnerships towards this objective, especially around climate smart agriculture and sustainable fishery.

The below table identifies the potential partners and the resources the different stakeholders could bring to the partnership for diversification of the economy covering aspects of blue economy, food security, and climate smart innovations.

Mapping: Stakeholders and Resources for Economic Diversification



Stakeholder	Main Role	Resources
Ministry of Economic Development	Regulator	Legal framework; Relation with policy makers & donors; Office space; Technical expertise; project development & Management, Admin support, space, Facilitations, statistics
Ministry of Fisheries, Marine Resources and Agriculture	Regulator	Legal framework; Technical; Relation with policy makers& media; Admin support, facilitations, information dissemination, statistics,
State owned Enterprises (Maldives Industrial Fisheries Corporation, Agro National Corporation, Business Centre Corporation)	Implementer	Technical expertise; Specialist staff; Relation with policy makers, suppliers, public; training and capacity building; space, transport, information dissemination; equipment, market analysis, statistics
Maldives Marine Research Institute	Knowledge provider	Technical expertise; project development & Management; admin support, facilitation, information dissemination; statistics, equipment, transport, space
Ministry of Tourism	Regulator	Relation with policy makers, donors & suppliers; facilitation, information dissemination; statistics
Ministry of Transport	Regulator	Legal framework, Relation with policy makers, donors & suppliers; facilitation, information dissemination; statistics,

Stakeholder	Main Role	Resources
Ministry of Arts, Culture and Heritage	Influencer	Technical expertise; project development &, management; admin support, facilitation, information dissemination; statistics, equipment, transport, space
Local councils	Informer	Relation with public, local knowledge, space, information dissemination; statistics, transport
Community Cooperatives	Implementer	Technical expertise, Volunteers, Relation with public, local knowledge, space, information dissemination; statistics, transport
Maldives Transport and Contracting Company	Implementer	Technical expertise; specialist staff; Relation with policy makers, suppliers and public; training and capacity building; space, transport, information dissemination; equipment, market analysis, statistics
Private transport providers	Implementer	Technical expertise; Specialist staff; Relation with suppliers and public; training and capacity building; space, transport, information dissemination; equipment, market analysis, statistics
Resorts	Implementer	Technical expertise; Specialist staff; Relation with policy makers, suppliers; training and capacity building; space, transport, information dissemination; equipment, market analysis, statistics
Private factories and farms	Implementer	Technical expertise; Specialist staff; Relation with policy makers, suppliers; training and capacity building; space, transport, information dissemination; equipment, market analysis, statistics
Private businesses/suppliers	Implementer	Specialist staff; Relation with policy makers, suppliers; training and capacity building; space, transport, information dissemination; equipment, market analysis, statistics
CSOs working in fisheries, agriculture, culture/tradition	Informer	Technical expertise, volunteers, students, relation with public, local knowledge, information dissemination,
Universities and Colleges	Knowledge provider	Technical expertise, training and capacity building; students, project development, information dissemination, statistics; market analysis
Small and Medium Enterprises (SMEs)	Implementer	Technical expertise, relation with public, local knowledge, information dissemination,
Media	Informer	Marketing; Facilitations; Information dissemination
Banks (local banks, SME bank)	Funder	Relationship with policy makers; Facilitations

Stakeholder	Main Role	Resources
International donors (ADB, World Bank; IFAD)	Funder	Relationship with policy makers & suppliers; Facilitations, Technical expertise, project development
FAO	Knowledge provider	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics
UNDP	Informer	Relationship with donors; project development; Facilitations, statistics
ILO	Informer	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics
UN World Tourism Organization	Informer	Technical expertise; Relationship with donors; project development; training and capacity building, Facilitations, statistics
UNESCAP	Informer	Technical expertise; Relationship with donors; Facilitations, capacity building, statistics
IMF	Funder	Relationship with policy makers & suppliers; Facilitations, Technical expertise, project development
UN Global Compact	Knowledge provider	Technical expertise; training and capacity building,

Partnerships in response to COVID-19

To further strengthen country preparedness, the Health Emergency Operations Center (HEOC) has been established by the Ministry of Health with support from WHO.

Some of the partnerships that emerged from HEOC are briefly highlighted below.



**COVID-19
RESPONSE**



Existing partnerships

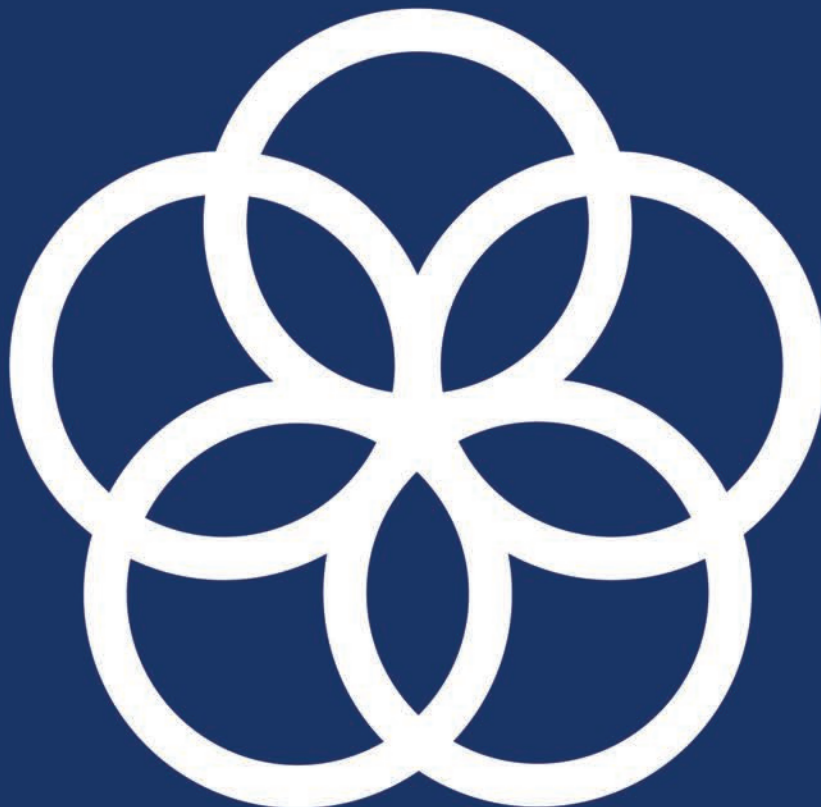
Area	Landscape
<p>Risk communication</p>	<p>A risk communication cluster was set up at HEOC, which led to effective partnerships with leading media institutions, TV, radio, online news with the purpose to provide accurate information and to minimize misinformation around the pandemic. This was particularly important given the political competition and at the time low confidence in national institutions. More recently, the partnership launched the campaign “I will stop COVID-19” in collaboration with the Health Protection Agency and the HEOC risk communication cluster.</p> <p>Another key partner is the telecom sector, the Communications Authority of Maldives (CAM) and the Operators Dhiraagu and Ooredoo. Their willingness to support this work allowed for accurate knowledge to effectively spread nationally.</p> <p>In addition, local designers, communication experts and migrants supported adapting messaging to various local contexts and languages.</p> <p>Several UN agencies, in particularly UNICEF, supported risk communication efforts through sourcing communication expertise and printing of materials. Furthermore, support was provided to school system to raise awareness on prevention and through WASH interventions.</p> <p>Young people formed the largest segment of the volunteers in the response, assisting with design, monitoring, dissemination and display of printed materials. However, most notable volunteer support was at the Call centre 1676 which was resourced by volunteers responding to queries from the community.</p>
<p>Mental health and psychosocial support (MHPSS)</p>	<p>The early prevention interventions, in particular the lockdown and confinement, created a huge demand for psychosocial support. The Maldivian Red Crescent led the initiative for psychosocial support, supporting the work at the HEOC. The Centre for Mental Health joined the efforts by extending psychiatric support to those in need.</p>

Area	Landscape
<p>Migrant health (foreign migrants)</p>	<p>Migrant health became central to the COVID-19 response as the majority of the cases were among foreign migrants. Response became particularly challenging due to their poor living conditions, language and literacy barriers, legal documentation, absence of social support mechanism and loss of income disrupting their ability to purchase even the basic items. The living arrangement of the majority of the migrants were in dormitory type communal living spaces that made them hot spots for disease transmission, which required the locations to be put under quarantine.</p> <p>The Maldivian Red Crescent partnered with the Health Protecting Agency and a number of CSOs to provide relief (food, hygiene and medicines), assessment of living conditions, and providing awareness and prevention messages to migrants, operating soup kitchen, delivery of meals to locations where large number of migrants were residing. Private businesses and restaurants provided necessary material and supported the relief interventions.</p> <p>Contact tracing and informing quarantine, isolation and health care process was supported by Maldivian Red Crescent, volunteers of migrant associations, foreign teachers and university lecturers.</p> <p>Facilities for isolation of migrants were set up within two weeks by the Maldives National Defence Force (MNDF) and managed the facilities while Maldives Police Service provided security and protection. Furthermore, reducing rate of spread of infection among migrants, required decongestion of migrant living spaces. Quarantine facilities were set up at Gulhifalhu and Velidhoo within a short time, with basic relief requirements by MNDF.</p> <p>Health care was provided by Indira Ghandi Memorial Hospital (IGMH) and Maldives Medical Association.</p> <p>The private sector were not major partners here, mainly engaging through donations to Maldivian Red Crescent.</p>
<p>Continuity of other essential services</p>	<p>Education - Telecom providers partnered with the institutions of Ministry of Education, and schools to ensure continuity of education through online learning. Development partners, particularly UNICEF, supported with devices and helped improve schools readiness to reopen. Partnerships for higher education were not visible during the response.</p> <p>Social services for the vulnerable including drug users, PWDs, single mothers and the poor - A number of CSOs worked with Maldivian Red Crescent and Ministry of Gender, Family and Social Services, local councils, guides, cadets and youth volunteers to provide relief and social support to vulnerable groups. CSOs provided online therapy to persons with disabilities. Similarly, the National Drug Agency worked with CSOs and youth volunteers to provide treatment and rehabilitation for drug users during lockdowns.</p> <p>Utilities - State-owned enterprises (SOEs) and the private sector continued to ensure continuity of provision of staples, safe water, sanitation, waste management, electricity and telecommunications.</p>

Potential for new partnerships

The COVID-19 pandemic has exacerbated the pre-existing vulnerabilities in the country on all dimensions; people, planet, prosperity and peace. It is an opportunity to strengthen national efforts and build resilience of the country, encourage existing and new partnerships, to build back better, accelerating the implementation of the 2030 Agenda for Sustainable Development in Maldives.

17 PARTNERSHIPS FOR THE GOALS



Conclusion

There is a broad interest and willingness to partner among most of the stakeholders in Maldives. However, there is also a certain lack of trust in the process, which is driven by limited capacities within institutions to partner effectively. The understanding of SDGs and the value of partnerships to advance sustainable development among Government counterparts and private sector is also limited, which is hindering effective partnering nationally.

There is a clear need to establish inclusive multi-stakeholder platforms that engage meaningfully with all stakeholders and sectors, including the private sector. Key areas that were identified that could foster more effective partnerships in Maldives include:

- Developing an enabling environment within the government that is conducive of collaboration
- Developing clear government policies around partnerships and multi-stakeholder collaborations
- Establishing collaborative multi-stakeholder platforms for building partnerships
- Provide templates for partnership memoranda of understanding and other non-legal partnering agreements
- Enhance technical support and capacity building through trainings and peer learning



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