

Increasing Climate Change Resilience of Maldives through Adaptation in the Tourism Sector - Tourism Adaptation Project (TAP)

Background

Tourism is the mainstay of the Maldives economy, with direct contributions of 30% and indirect contributions of 40% to annual Gross Domestic Product (GDP). The tourism sector accounts for over 60% of foreign currency earnings and provides direct employment for over 22,000 people working in 87 resorts. Tourism operations in Maldives are intimately connected to a diverse range of value chains and opportunities which provide goods and services related to agriculture, fisheries, manufacturing, construction, transport, communication, energy, water and waste management. Climate change undermines the resilience, viability and profitability of these value-chains both directly and indirectly. The tourism sector also maintains critical economic linkages with remote and highly dispersed inhabited islands. Major climate hazards to which tourism resorts in the Maldives are exposed regularly include windstorms, heavy rainfall, extreme temperatures and draught, sea swells and storm surges. Of these, the risks associated with swell waves, heavy rainfall and windstorms are believed to be the most serious, due to their high frequency occurrence and great potential for physical destruction and erosion. The combined effect of storm surges and tides, or storm tides, are perceived as especially destructive to the tourist resorts. The rising ocean water temperature, acidification and coral bleaching is expected to have a serious impact on snorkeling and diving – the two main tourist activities in Maldives

Project Description

To address the above, the TAP project will provide the tourism sector in the Maldives with the required policy environment, regulatory guidance, technical skills and knowledge to ensure that climate change-related risks can be systematically factored into day-to-day tourism operations. The project will facilitate and provide support to bring about the required amendments to the existing laws and regulations that govern the tourism sector, so as to incentivize private sector investments in climate change adaptation in the tourism sector; will strengthen the capacity of the Ministry of Tourism, Arts and Culture (MTAC) and tourism businesses to recognize evident climate risk issues in tourism operations and adopt appropriate adaptation measures to address them. The project will establish at least 10 new investment projects to climate proof operational infrastructure in tourist resorts and safari vessels to showcase the economic and environmental benefits of no-regrets adaptation in tourism operations. In addition to the 10 new investment projects, TAP will identify and support 10 community-based adaptation projects in tourism-associated communities which will demonstrate how tourism operators and tourism-dependent communities can cooperate on joint initiatives to reduce common vulnerabilities. Finally, to cover the residual catastrophic risks, the project will develop the capacity of the government and the tourism industry to assess the feasibility of market-based risk financing mechanisms (such as weather index-insurance) and ensure that tangible private-sector investments can be leveraged. The project duration is 36 months.

Project Objective: Increase adaptive capacity of the tourism sector in Maldives to respond to the impacts of climate change and invest in appropriate, no-regrets adaptation measures.

Overall goal: Support Maldives to become climate resilient by integrating adaptation measures in development policies, plans, programs, projects and actions.

Specific goals: a) adapt to climate change, b) protect coral reefs, c) achieve carbon neutrality in energy.

Outcomes

Outcome 1: Strengthened adaptive capacity of the tourism sector to reduce risks to climate-induced economic losses.

Outcome 2: Reduced vulnerability of at least 10 tourism operations and 10 tourism-associated communities to the adverse effects of climate change.

Outcome 3: Transfer of climate risk financing solutions to public and private sector tourism institutions.

Baseline / Existing Situation

- Natural resilience of islands are not assessed/ determined prior to selecting an island for resort development.
- Accurate and reliable information on CC/ or natural disasters are not available.
- Climate Change is not integrated with integrated development planning processes.
 - Challenges of an integrated approach to CC responses are real and complex.
- Existing policies/ laws/ regulations/codes do not provide incentives for investing in climate change adaptation measures.
- Enforcement and compliance monitoring framework is weak and inefficient.
- Most tourism operators are concerned about their increased vulnerability to climate change, but do nothing to increase resilience to climate-related risks and extreme events.
- Economic losses in tourism-related value chains from climate-induced hazards and extreme events are quantified only after catastrophic events.
- Climate change risk financing mechanisms/ or services are not available in the country.
- Cooperation between tourist resorts and neighbouring communities on joint risk management efforts are limited.

End of Project Targets

- An Addendum to the Maldives National Building Code and its associated compliance documents is developed, disseminated and adopted by all new tourism development projects.
- At least 10 tourist resorts invest in new climate risk management initiatives which increase their resilience to climate-related risks and reduce economic losses from extreme events.
- At least 10 tourism-associated communities reduce the vulnerability of their water, waste, energy and infrastructure management systems, based on partnerships, guidance and private sector investment facilitated by the project.
- 100% of relevant MTAC staff and at least 60% of all trained tourism operators recognize the economic impacts of climate change on tourism operations and know the cost/benefit aspects of different adaptation investments.
- All relevant staff at MTAC, MEE and MHI and all tourist operators are aware of climate risk financing and –transfer instruments and their potential in the Maldivian context.
- The Government of Maldives has access to at least one climate risk financing solution.

Assumptions & Risks

Type	Description	Response	Severity
Political	Changes in government staffing lead to changing perception of different adaptation priorities.	Comprehensive and regular information of all concerned ministries about cost/benefit aspects of tourism adaptation.	Low
Regulatory	<p>Other sector policies provide incentives which are contradictory to the aim of increasing climate change resilience in the tourism industry.</p> <p>National policies, laws and regulations are not changed by the government on the basis of other political considerations.</p>	<p>Integration of other policies in the review process and preparation of specific policy recommendations to the respective government body.</p> <p>Presentation of cost/benefit ratio for adaptation in the tourism sector; Continued highlighting of the benefits of leveraging private sector investment for adaptation in all political bodies.</p>	<p>Medium</p> <p>Medium</p>
Strategic	Stakeholders are unwilling to engage in regular debate about climate risk issues in the tourism sector.	Active framing of climate risk in economic terms so that they become relevant to private sector stakeholders (e.g. cost/benefit ratio of different adaptation measures; avoided losses, etc.).	Low
Organizational	Difficulties in the coordination between MTAC, MHE & MATI could result in project delays and ineffective project implementation.	Closely monitor project management structure to see whether stakeholders are equally and consistently engaged. Strategic use of PB meetings, Annual Project review and Tripartite Reviews.	Low
Operational	Delay in establishing project management unit with the government delays project implementation.	Timely publication of TORs for PMU; Broad advertisement of PMU positions in local media (beyond government gazette).	Medium
Financial	Sustainable measures to adapt to projected long term climate change impacts are perceived as unaffordable.	Maintain pragmatic approach to guideline development, based on existing practices. Prioritize investments for tourism operations which are easy to adopt and finance.	Medium

Project Board

#	Agency		Designation
1	Hon. Minister Ahmed Adheeb Abdul Gafoor	CHAIRPERSON	Minister
2	Hon. Minister Dr.Shakeela Ali	Minister of Environment & Energy	Minister
3	Hon. Minister Dr.Mohamed Muiz	Minister of Housing & Infrastructure	Minister
4	Aminath Ali Manik	Ministry of Finance and Treasury	Director General
5	Andrew Cox	Representative from UNDP	Resident Representative
6	Ismail Haleem / Administrator	Representative from MATI	Administrator
7	Moosa Zameer Hassan	National Project Director (NPD)	Deputy Director General/National Project Director
8	Farooq Moosa Hassan	National Project Manager (NPM)	National Project Manager

Project Board

Roles & Responsibilities

- Makes strategic decisions on broad policy matters and guidance to the PMU on policy issues.
- Approves Annual Work Plans (AWPs).
- Approves major revisions in project strategy or implementation approaches.
- PB's decisions shall ensure results, best value for money, fairness, transparency, integrity and effective international competition.
- Provide major advice, guidance and direction, as and when required, to ensure efficient and timely execution of the project, ensuring it remains within any specified constraints of time, scope and budget.
- Establish policies when required to define the functions, responsibilities, and delegation of powers for the implementing agency and the Project Manager.
- Ensure that the policy recommendations provided are integrated within the policies of respective sectors each member represents.
- Address project issues as raised by the Project Director and Project Manager, including approval of major project revisions.
- Ensure that LDCF resources are committed exclusively to activities that relate to achievement of the project objective.
- Agree on possible countermeasures/management actions to address conflicts and risks during project implementation.
- Resolve/Arbitrate significant conflicts within the project, and negotiate solutions to major problems that may arise between the project and external bodies.
- Appraise the Project progress and make recommendations for next steps.
- Makes decisions on consensus basis.

Project's Technical Committee

#	Member	Agency	Designation	Contact Number	Email Address	Alternate Member	Designation	Contact No;	Email Address
1	Mbosa Zameer Hassan	Ministry of Tourism Arts & Culture (MIAC)	National Project Director	777 2155					
2	Ali Shiran	Ministry of Tourism Arts & Culture (MIAC)	Senior Planning Officer	790 1999					
3	Farooq Mohamed Hassan	Tourism Adaptation Project (TAP)	National Project Manager	777 3369 / 792 5022	farooq@tourism.gov.mv				
4	Mhusina Abdul Rahman	Ministry of Environment and Energy - Environment section	Environment Analyst						
5	Mohamed Murthaza	Environment Protection Agency (EPA)	Director	747 9987	ahmed.murthaza@epa.gov.mv	Ahmed Murthala	Assistant Director		
6	Akram Waheed	Maldives Energy Authority (MEA)	Assistant Engineer	775 1485	akram.waheed@mhe.gov.mv				
7	Dr. Zahid	Maldives Meteorological Services	Director / Climatology	778 6847		Abdul Mursin Fariz		778 3243	abdul.muhsin@meterology.gov.mv
8	Mohamed Azim	Ministry of Housing & Infrastructure - Land Use planning section	Assistant Planner	791 9997	mohamed.azim@mhe.gov.mv				
9	Mohamed Mbasa Didi	Ministry of Housing and Infrastructure - Infrastructure section	Assistant Engineer	777 8246	mohamed.didi@mhe.gov.mv				
10	Ahmed Shareef Nazeef	Ministry of Home Affairs (MHA)	Director General	779 5775	ashareefn@yahoo.com	Filven Adam	Project Officer		
11	Fathmath Zeena Ali	Local Government Authority (LGA)	Director	777 8833 / 301 3128	zeena.ali@lga.gov.mv	Imad Mohamed	Senior planning Officer	766 2474	imad.mohamed@lga.gov.mv
12	Ahmed Zubair Adam	Live Aboard Maldives (LAM)	President	778 8425		Ahmed Ibrahim	Secretary General	778 1119	sg@livaboardassociation.mv
13	Fayez Ibrahim	Diver's Association of Maldives (DAM)		778 4264	faiva@hotmail.com				
14	Abdulla Rafeeu	National Disaster Management Centre (NDMC)	Assistant Project Officer.	772 7406		Abdulla Hafiz		982 4454	abdulla.hafiz@ndmc.gov.mv
15	Israil Haleem	Maldives Association of Tourism Industry (MATI)	Administrator.	778 1321	ismail@matimaldives.com				

Project's Technical Committee

Roles & Responsibilities

- Review existing policy environment and regulatory mechanisms required to ensure that climate change-related risks are incorporated in the day-to-day tourism operations.
- Identify policy gaps, regulatory weaknesses and urgent policy needs.
- Identify which policy changes the project can realistically achieve, and what are the most critical risks in introducing new standards and guidelines.
- Review project activities, including Terms of References (TORs) of consultants, technical and other projected related reports and documents prepared by the national and international consultants, and advise the PMU as may be required.
- Review on-going and proposed investment projects and advise the PMU on the adaptability and replicability of such projects.
- Assist the PMU in developing project related awareness raising materials and the associated strategic awareness creation at all levels.
- Identify vulnerabilities of the tourism operations to climate change and recommend no-regrets adaptation strategies for all aspects of the natural and built environment.
- Guide the PMU to develop elaborate, appropriate and integrated adaptation plans for the tourism resorts and its associated island communities.
- Identify capacity needs of the public and private sector to recognize climate risks in tourism operations and advise appropriate adaptation measures to better address those risks.
- Identify technical skills and knowledge required to ensure that climate change related risks are incorporated into the day-to-day tourism operations.
- Identify areas and define scopes for climate change related research relevant to tourism operations.
- Provide such other technical support to the PMU as may reasonably be requested by the National Project Director.

National Project Manager

Roles and Responsibilities

- a) Facilitate the day-to-day functioning of the PMU;
- b) Coordinate the distribution of responsibilities amongst team members and organize the monitoring and tracking system of all cluster services;
- c) Manage human and financial resources, in consultation with the project's senior management, to achieve results in line with the outputs and activities outlined in the project document;
- d) Plan the activities of the project and monitor progress, technical supervision and quality control of all project Output that require technical input (especially guidelines and policies);
- e) Mobilize goods and services to initiative activities, including drafting TORs and work specifications in collaboration with NPM and NPD;
- f) Monitor events as determined in the Project Monitoring Schedule Plan, and update the plan as required;
- g) Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- h) Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- i) Responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- j) Manage and monitor the project risks initially identified, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- k) Be responsible for managing issues and requests for change by maintaining an Issues Log;
- l) Prepare the Project Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- m) Prepare the Annual review Report, and submit the report to the Project Board;
- n) Prepare the AWP for the following year, as well as Quarterly Plans if required;
- o) Update the Atlas Project Management module if external access is made available;
- p) Work with co-financing partners to ensure that their activities/programs are integrated and complementary with those of the LDCF project.
- q) Link up project activities with related and parallel activities both within MTAC and with external implementing partner agencies;
- r) Develop detailed Terms of References for national and international consultants and contractors in collaboration with NPM and NPD;
- s) Support the NPD in organizing Project Board meetings;
- t) Report and provide feedback to UNDP-GEF and the Project Board on project strategies, activities, progress, and barriers;
- u) Manage relationships with project stakeholders including donors, NGOs, government agencies, and others as required.
- v) Liaise with national and international consultants and research organisations on the delivery of project Outputs;
- w) Coordinate and oversee technical consultant input and review all technical reports produced by national and international consultants;
- x) Technical supervision and quality control of all project Outputs that require technical input (especially guidelines and policies);

- y) Draft work plans for all technical activities of the project and prepare outline structure of technical reports;
- z) Identify, analyse and communicate lessons learned that may be useful in design and implementation of similar projects. The duty of identifying and analyzing lessons learned is an ongoing one, and the duty to communicate those lessons is on an as-needed basis, but not less frequently than once every six months.

Administrative & Finance Assistant

Roles and Responsibilities

- a) Set up and maintain all files and records of the project in both electronic and hard copies.
- b) Collect project related information and data.
- c) Administer Project Board meetings in coordination with the National Project Director.
- d) Establish document control procedures.
- e) Compile, copy and distribute all project reports.
- f) Provide logistical support to the National Project Manager and national/international consultants in organising training events, workshops, and seminars.
- g) Assist international, short-term consultants by organizing their travel schedules, arranging meetings with different stakeholders, and booking hotel accommodations.
- h) Prepare monthly leave records for the project staff and long-term national/international consultants.
- i) Draft necessary correspondence with local and international agencies and stakeholders.
- j) Standardize the finance and accounting systems of the project while maintaining compatibility with UNDP financial and accounting procedures.
- k) Prepare budget revisions of the projects based on the Combined Delivery Reports (CDRs) .
- l) Assist in the preparation of the Annual Work Plan (AWP).
- m) Comply and verify budget and accounting data by researching files, calculating costs, and estimating anticipated expenditures from readily available information sources.
- n) Prepare financial status reports, progress reports and other required financial reports.
- o) Process all types of payment requests for settlement purpose including quarterly advances to the partners.
- p) Prepare periodic accounting records by recording receipts and disbursements (ledgers, cash books, vouchers, etc.), reconciling data for recurring or financial special reports, assist in preparation of annual procurement plan and provide assistance in Project Audit.
- q) Undertake project financial closure formalities including submission of terminal reports, transfer and disposal of equipment, processing of semi-final and final revisions, and support professional staff in preparing the terminal assessment reports.
- r) Prepare financial reports and documents as per specified formats, project, or programme plans and general reference documents as well as general administrative/financial or specialised tasks related to the project which may be of a confidential nature within the assigned area of responsibility.
- s) Assist in the timely issuance of contracts and assurance of other eligible entitlements of the projects personnel, experts, and consultants by preparing annual recruitment plans.
- t) Provide substantive support to the National Project Manager for overall implementation.
- u) Prepare and update inventories of expendable and non-expendable project equipment.