

## ACTION MATRIX

Action no.	Action recommended	Requirements			Agency involved	Time frame
		Implement existing policy	Change policy/legislation/Reform Institutions	Technical assistance/investments		
<b>1. Macroeconomic Reforms</b>						
1.1	Conduct a cost-benefit study on the fixed currency peg to the US dollar.		X	X	MMA, DP	Short to medium term
1.2	Initiate design and implement a wider tax regime based on new sources of revenue generation, such as sales tax, progressive VAT, corporate taxation.		X	X	MFT, DP	Medium to long term
1.3	Initiate a study on the introduction of re-distributive income tax.		X		MFT, DP	Short term
1.4	Abolish the regressive tourist bed tax and introduce value based progressive taxation.		X	X	MTCA, MFT, DP	Medium to long term
1.5	Establish a statistical system for registration of all employment (public and private sector).		X	X	MHEL, MPND	Medium to Long term
1.6	Review labour market incentives and disincentives.		X	X	MHEL, MPND, DP	Short to Medium Term
<b>2. Trade Policy and Institutions</b>						
2.1	Build capacity within the government in particular ITPD (MEDT) and the private sector organisations such as the MNCCI, MACI, MATI, and FAM to be able to better formulate, negotiate and implement trade policy in line with the country's main export interests in tourism and fish products and possibilities in selected service sectors in the future.		X	X	MEDT, ITPD, NSC, DP	Short term
2.2	Assess future requirements for services development		X	X	MEDT, ITPD, DP	Medium term
2.3	As there is virtually no industry to protect coupled with a small internal market and limited industrial development possibilities, reduce customs tariffs in line with SAFTA requirements and replace revenue lost by a reformed tax system.	X		X	MFT, MSC, DP	Medium term

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2.4	Support simple, non-restrictive rules of origin specifications and limited listing of sensitive products in SAFTA regional agreements.		X	X	ITPD, DP	Short term
2.5	Reconsider the need for royalty tax on fish exports		X	X	MEDT, ITPD	Short term
2.6	Initiate intellectual property protection of Maldives fish as a geographical indication		X	X	MEDT, ITPD	Short term
2.7	Consider the various options for trade and economic agreements with EU and provide appropriate transition arrangements to ensure preferential market access for canned tuna after the LDC graduation		X	X	MEDT, ITPD	Short to Medium term
2.8	Improve awareness of trade policy issues through better communication/internet site.				MEDT, ITPD, DP	Short term
2.9	Establish a permanent representation in Geneva to interface with the WTO and the EC in Brussels		X	X	MEDT, ITPD	Short to Medium Term
<b>3. Business Environment and Private Sector Development</b>						
3.1	Develop clear strategy for investments and business support for mainstreaming in the NDP-7		X	X	MEDT, FISB, FIB, DP	Short Term
3.2	Define new structure for MEDT and FISB with clear mandates assigned to sub-units; pay particular attention to enhancing the marketing and promotion function of FISB.		X	X	MEDT, DP	Short Term
3.3	Legislation pertinent to investments and business practices to be reviewed and updated and where necessary new legislation drafted including the separation of the regulatory role and the business advisory function.		X	X	MEDT, FISB, FIB, DP	Short term
3.4	Investigate the establishment of an independent Trade and Investment Promotion Agency (TIPA) as a one-window approach for investors (foreign and national) and traders, in consultation with MNCCL. Investment proposals to be directly handled by associated ministries for specialist input via TIPA.		X	X	MEDT, FISB, MNCCL, DP	Short to medium term
3.5	Improve business start-up procedures and streamline company registration procedures at central and the national level		X	X	MEDT, FISB, MJ, DP	Short term

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3.6	Align training with market needs and further develop the vocational training provided by the Maldives College of Higher Education with particular attention paid to the faculties concerned with hotel, catering and hospitality services, management and commerce, maritime studies, engineering and technical services.	X	X	X	MHEL	Medium term
3.7	Establish vocational and entrepreneurship training facilities and courses at atoll level to reduce access disparities and improve gender equality.		X	X	MFAMR, MTCA, MGF, DP	Short to Medium term
3.8	Use new taxation policies to create transparency and requirement for auditing and corporate governance such as the introduction of IAS.		X	X	MEDT, FISB, MFT, DP	Medium to Long term
3.9	Clarify land ownership issues and the role of land as investment collateral.		X	X	MEDT, MAD, MFT, DP	Medium to Long term
3.10	Improve access to finance with lower, more competitive rates and with complete range of financial services for SMEs.		X	X	MMA, financial institutions	Long term
3.11	Create an integrated financial and technical small business advisory service at the national level.		X	X	MEDT, MAD, BML, DP	Short term
3.12	Develop further the infant capital markets through awareness programs and introduce venture capital as a source of funding for investments.		X	X	CMDA, MMA, DP	Short to medium
3.13	Build the capacity of the Maldives National Chamber of Commerce and Industry (MNCCI) to become a service organization for the private sector including in the area of SME support.		X	X	MEDT, MNCCI	Short to Medium
3.14	Examine options to provide support to the Women Entrepreneurs Council (WEC) in accordance with the Women's Entrepreneurship Development Plan 2006-2009.		X	X	MEDT, WEC	Short to Medium
<b>4. Customs Services and Transport Infrastructure</b>						
4.1	Reduce transaction cost by carrying out a post-implementation review of the existing ASYCUDA++ to meet the WTO-GATT Valuation Agreement.		X	X	MCS, DP	Short term
4.2	Continue towards full automation of customs processes by mitigating ASYCUDA World (the fully automated package for customs clearance and document processing using EDI).			X	MCS, DP	Short to Medium
4.3	Provide customs agents with further technical training with a view to making the clearance and movement of goods more effective and efficient.	X		X	MCS, DP	Short term

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4.4	Develop a national integrity Action Plan based on the provisions of WCO's Revised Declaration on Integrity in Customs.		X	X	MCS, DP	Short term
4.5	Develop a long-term solution to overcome congestion at the Male' Commercial Port and as a solution, consider decentralizing some services to the regional office in Gan (Seenu Atoll).	X	X	X	MPA, MTC	Medium term
4.6	Improve the capacity of the Coast Guard to carry out actual inspection territory and fisheries inspection by acquisition of new multi-function vessels and training.		X	X	CG, DP, MTC	Short term
4.7	Ensure better coordination among border institutions (Port Authority, Health, Agriculture, Aviation Authority, Coast Guard)	X	X	X	CG, MCS, MAC, MPA, MTC	Short term
4.8	Carry out a feasibility study for the establishment of an inter-modal (air, maritime) transport facility to connect international and domestic trade in an optimal way. The study will also assess the potential for the facility to act as a regional transshipment point	X	X	X	MTC, MPA, MAC, DP	Short term
4.9	Develop legal framework for and promote private-public partnership models (PPP) for investments in atoll level and local maritime transport systems.	X	X	X	MTC, MFT, DP, AG	Short to Medium
4.10	Clarify the Maldives Airport Company (MAC) national mandate and cost recovery policy for the operation of the regional airports		X		MTC, MAC	Short term
4.11	Establish cold and chill room facilities at MPA and MIA for fish and agricultural products.	X	X	X	MAC, MFAMR, MTA/MOA	Short term
4.12	Develop a long-term solution for serving a greater number of international air passengers with a particular consideration for constructing a new parallel runaway for MIA's existing runaway		X	X	MAC, MTC, MTCA	Short to Medium term
4.13	Secure a greater coverage of scheduled flights by the major international airlines	X	X		MTC, MTCA	Short to Medium term
4.14	Commission a feasibility study of establishing a national airline	X	X	X	MTC, MTCA, MEDT	Short to Medium term
4.15	Establish an "interchange system" for passengers and freight from international to national flights and back		X	X	MAC, MTC, MTCA	Short to Medium Term

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4.16	Examine optimal organisational options for the Port Authority	X	X	X	MPA, MTC	Short to Medium term
4.17	Review training needs of transport operators, providers of logistics services, forwarders and terminal operators.		X	X	MTC, DP, MPA	Short to medium term
4.18	Promote dialogue between private and public sectors on trade and transport facilitation issues and establish a National Working Group on Trade Facilitation with key stakeholders involved.		X	X	MEDT, MCS, MAC	Short term
<b>5. Tourism</b>						
5.1	Fully implement the Third Tourism Sector Master Plan, with a focus on sector development and how to distribute economic gains, including employment, to the benefit of people living in the atolls	X	X	X	MTCA, MATI, DP	Short term
5.2	Review and update existing Tourism Act and accompanying regulations and establish and Inter-ministerial Tourism Coordination Committee.		X	X	MTCA, DP	Short term
5.3	Ensure resources to effectively monitor and enforce regulations and standards and to carry out market research.			X	MTCA, MTPB	Short to Medium term
5.4	Establish an improved system of tourism economic impact statistics, including 1) adoption of international definitions of tourism terms and concepts; 2) design and conduct a comprehensive visitor expenditure survey; 3) put in place a Tourism Satellite Accounts (TSA) system; and 4) conduct regular biannual tourism employment surveys.		X	X	MTCA, MFT, DP	Short term
5.5	Invest in marketing with a particular view of diversifying source markets within Europe, increasing market share of the Australian and Asian markets and diversifying market segments.		X	X	MTCA, MFT, DP	Short to Medium term
5.6	Prepare a detailed human resource development (HRD) plan in consultation with stakeholders to ascertain employment and training needs, set clear employment targets for expatriate and local staff at different skill levels in the short, medium and long term.		X	X	MTCA, MCHE	Short to Medium term
5.7	Implement resort classification system as an incentive to encourage resort operators to develop better facilities and services		X	X	MTCA, MAT	Short to Medium term

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5.8	Decentralise further the FHTS training facilities to allow more activities at atoll level to benefit island women and increase their sector relevant job opportunities.		X	X	FHTS, MAD, DP	Short to Medium term
<b>6. Fishery Sector</b>						
6.1	Assist the MFAMR in the development of the masterplan and establish formal mechanism for improved policy dialogue and strategic planning involving all stakeholder groups.			X	MFAMR, MRC, MFA, MNCCI, DP	Short term
6.2	Assist the consultative process in creating awareness relating to the approval and implementation of the draft Fisheries law.	X	X	X	Parliament, MFAMR	Short term
6.3	Implement the recommendations and outcome of the Fisheries Master Plan that is under preparation.		X	X	MFAMR, DP	Short to Medium term
6.4	Develop and modernize the fisheries statistics system allowing full coverage of species, including in particular financial data collation and economic analytical tools for fish resource assessment and fisheries management.	X		X	MFAMR, MRC, MFA, MNPDP, DP	Short term
6.5	Enhance the capacity of MFAMR and Marine Resource Centre (MRC) to carry out research on fish stock assessment, exploratory fishing and fishery economics through capacity building and the provision of equipment particularly with the acquisition of a multi-technology fully equipped fisheries research vessel.		X	X	MFAMR, MRC, CMS, DP	Short to Medium term
6.6	Procure two new multi flex vessels for the Coast Guard for carrying out fisheries inspection, enforcement of environmental protection requirements, and provide sea rescue services.	X	X	X	MNDF, MFAMR, MRC	Short to Medium Term
6.7	Define an organisational framework for Maldives fish exporters in close co-ordination with the FAO Post tsunami loan project; the framework should have a lobbying function, generate market intelligence and dissemination through information services as such as newsletters and a web site for fish exporters.			X	MFAMR, MFA, FAO	Short term
6.8	Establish formal mechanism for improved strategic planning and institutional coordination on matters of trade-related quality and SPS management.			X	MFAMR, PHL, MRC, DP	Short term
6.9	Enhance the MFAMR capacity to attend and play a more active role in meetings of the SPS Committee, Codex Alimentarius, OIE and IPPC.		X	X	PHL, DP	Long term

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6.10	Undertake awareness-raising and training in fishery products, food processing and agriculture related to HACCP, GAP, GMP, etc.			X	PHL, MFAMR, DP	Short term
6.11	Implement a scheme for support of implementation of HACCP, GAP, GMP etc. through loans, partial subsidies etc.			X	BML, MFT, MFAMR, DP	Medium-term
6.12	Abolish the requirement for a specific number of fishing days to obtain a license, as this is believed to add to under-reporting of catch.		X	X	MFAMR, DP	Short term
6.13	Provide incentives for the modernization of the skipjack tuna fishing fleet by improving post harvest handling and storage and crew facilities in order to reduce losses and maintain jobs.			X	MFAMR, MRC, DP	Medium-term
6.14	Develop new value added products for export and tourism industry at a dedicated facility equipped with QA laboratory applying modern technology and packaging methods.			X	MRC, DP	Short to Medium term
6.15	Promote recreational fishing as a service to the tourism industry.				MFAMR, MTCA	Short to Medium term
6.16	Develop sustainable aquaculture production through zoning and applied technology.			X	MFAMR, MHUD, MAC, MIFCO, DP	Short to Medium term
6.17	Improve trade capacity through establishment of private sector chill and/or cold store facilities at main landing sites and also in the transport link.		X	X	MFAMR, MEDT, Private transport companies, DP	Short to medium term
6.18	Assist the MFAMR in the ongoing project to establish Maldives Institute of Marine Fisheries. Design and implement a sector education strategy making the best use of existing training facilities and FET and MRC; this will include training of engineers, refrigeration mechanics, electricians, fishermen, quality control staff, fish processing technicians, and marketing managers.		X	X	MFAMR, MEDT, Private transport companies, DP	Short to medium term
6.19	Design and implementation of atoll level training courses in jobs, which attract women such as marketing, processing, quality control, warehousing, and administration.		X	X	MFAMR, MGF, DP	Medium term
6.20	Assist in the set-up and development of a suitable Association/NGO for the development of the Fishing Industry in the Maldives			X	MFAMR, MNCCI, MEDT	Medium Term
<b>7. Mainstreaming and Implementation</b>						

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		Implement existing policy	Change policy/legislation/Reform Institutions	Technical assistance/investments		
7.1	Champion trade mainstreaming to national development planning as a high-level inter-ministerial agenda.				MEDT, DP	Short term
7.2	Coordinate the delivery of TRTA between GoM and the stakeholder groups.			X	MEDT, Private sector, DP	Short term
7.3	Establish a coordinating unit within the ITPD for TRTA implementation, management and monitoring.			X	MEDT, DP	Short term