

Programme on Building Trust, Confidence, and National Capacities for the Management of Change in Maldives

I. Context and Strategic Rationale

(a) Historical Background

1. For the past eight centuries, Maldives has been a cohesive Islamic society following a tolerant South Asian brand of Islam, and governed first by a monarchy, and then for the past three decades by the current president, who has presided over what until recently has been a process of gradual political and economic modernization. Social order has been maintained through a network of patron-client relationships centered on the ruling establishment, and through the relatively successful distribution of goods and services among the population. General stability has led to a flourishing tourist industry, and the government has been able to utilize the ensuing income to ensure a fairly high level of development among the country's approximately three hundred thousand people, spread across two hundred populated islands, thus allowing Maldives to reach the verge of "middle income country status."

(b) Emerging Social and Political Cleavages

2. Modernization accompanying a relatively high level of development has led to a greater availability of information, and hence restiveness, among youth and other sectors of society. However, the traditional nature of society has also ensured a certain lack of skills required for a modern economy. An expatriate class of workers (now estimated to a fourth of the country's population) has also therefore grown, straining the country's previously uniform social fabric. Lack of employment opportunities among the outer islands has led to migration into the capital Male, thus overcrowding the central island and straining social services and relations. Drugs as well as radical Islam have recently entered into the spaces created by growing disaffection, thus leading to heightened crime and social tension.

3. Whereas past elections have seen comfortable majorities for the ruling party, with few noises from a stunted opposition, the latter has been able to recently increase its decibel level significantly, thus bringing a new level of political competition into a society with neither the aptitude for such competition, nor the skills to build consensus across political divides. Recent months have seen mysterious explosions and an assassination attempt on the president. The closest analogy would be that of a pressure cooker with the lid loosening, but not loose enough to avoid a potential explosion.

President

(c) Government response

4. Responding to both growing internal tensions as well as international concern, ^{Maumoon} the President initiated the Reform Agenda in 2003 and launched a series of reforms over the past two years aimed at adopting a new constitution that opens up the system of government, especially by establishing local government, and at re-establishing key institutions such as the Supreme Court, the Electoral Commission, and the judiciary so that they can function autonomously. The aim has been to complete the reforms well in time before presidential elections that constitutionally should be held before 10 October 2008 for the newly elected President to assume office by 11 November 2008 (when the president's current term expires). The new constitution was only ratified in August 2008, several months behind schedule. Much concern surrounds the short timeframe for the preparation and conduct of the Presidential elections including the time necessary to reach consensus on the membership and set up of the new Supreme Court and the Electoral Commission, the logistical preparation for elections, and sufficient time for campaigning by political parties, the conduct of national elections by October 2008 in a manner that meets international standards poses significant challenges. Opposition parties have challenged the government's confidence in this regard, as have some external observers. *was raised*

update 5. Meanwhile, the president, after indicating that he would step down after three decades in office (with a successful reform process originally intended to be his swansong), has decided to run again for the top job. Cascading change and challenges prompted by the escape of the reform genie may have caused some re-thinking in the top governing circles, with the view among several members of the ruling party now being that the current president may need to stay a while longer to see the process through. An energized opposition and a nascent civil society have, however, taken the view that elections, even if they take place under the new system, might be manipulated in order to provide the desired results for the government. Several actors have indicated that they would not accept such a scenario, thus leading to the possibility of heightened social and political tension before, during, and after elections.

(d) *Women, and gender issues, in the Maldives*

6. Traditionally, women have had greater space in the public and political life in Maldives due to the tolerant and inclusive Islamic tradition practiced in the country. However, the political and economic empowerment of women still faces significant obstacles. According to ESCAP in 1999, women constitute roughly half, or 48.8 per cent of the population. Over half the women in the country marry by the age of fifteen. Thirty eight per cent of the employees of the government, which is the largest employer in the country, are women. Overall, women constitute thirty-three per cent of the total work-force in the country. Hence, there is a gap between the numbers of women in the population, and those that are productively employed. Following trends in other societies undergoing rapid modernization and change, the greater participation of women in the economic and public life of the country is likely to lead to a stronger civic culture, and greater social cohesion. Women might also play central roles in building dialogue and trust;

women currently in high positions of government have consistently taken moderate views on the necessity for an inclusive and accountable reform process.

II. UN strategy

7. Maldives represents a clear case of an otherwise cohesive society facing new fissures and conflicts as a result of rapid development and modernization. As recognized recently by a senior government official, Maldives needs to build its national and local capacities for the constructive management of change. In this context, the UN system should assist Maldives in developing and implementing a longer-term strategy for building national capacities for addressing emerging tensions, and for addressing new challenges on the basis of dialogue and inclusion. While the country does not face an imminent threat of large-scale instability, inaction could lead in the medium-term to a significant loss of recent development gains, and a rising spiral of social dissatisfaction, crime, and violence.

8. At the invitation of the Government of Maldives, the UN ^{date} recently undertook a “fact finding” mission, on the behalf the Secretary-General, to the country. The purpose of the mission was to explore the possibility of UN assistance for the upcoming elections, and also the enabling environment for the elections, taking into account the broader challenges facing the country. The mission concluded that the short time-frame for the elections did not offer the possibility for credible UN assistance. In the short term, therefore, the UN would indicate to the government the steps that the latter needed to take in order to ensure, given the very short time frame, an election that met international standards. The UN would also assess the conduct of the presidential elections in a detailed and technical manner, with a view to assisting with subsequent parliamentary and local government elections should the presidential poll meet the requisite standards } what happened was concluded in relation to this.

9. The mission also concluded that in the longer-term, Maldives’ emerging tensions will require a multi-pronged strategy with the following core elements:

- a. Support for the establishment of a dialogue mechanism among political parties, so as to remove misperceptions and to build confidence, including through the development of a common “code of conduct;”
- b. Building the leadership, strategic planning, consensus-building, and constructive negotiation capacities of key constituencies such as political party leaderships and core memberships; senior staff and members of national ministries and commissions; civic leaders; and heads of administrative offices at the island and atoll level;

- c. Supporting a national programme for the political and economic empowerment of youth, including by engaging youth as volunteers, with modest stipends, to serve as trained facilitators, mediators, and confidence-builders in their communities;
- d. Building relevant capacities for key re-constituted institutions, especially the judiciary, the civil service commission, and the human rights commission, and for the new entities, especially elected local governments, mandated by the constitution; this capacity-building will be particularly important for enabling the new institutions to engage the public, build confidence, and lower mistrust and suspicion;
- e. Supporting the professionalization of the media, especially with regard to the reporting on political and electoral matters, so as to generate confidence through the public discourse.
- f. Supporting a stronger role for Maldivian women in leading and managing the reform process, and in participating to a greater degree in political debate, as well as in activities aimed at sustaining peace and development in the Maldives.

10. The mission also recommended that a Peace and Development Advisor should be deployed to provide strategic direction and programmatic leadership for activities aimed at achieving these objectives, and to provide strategic advice and analysis to the Resident Coordinator, the UN Country Team, and UN Headquarters during a period of difficult transition.

III. Key Outputs of the Programme

11. The proposed programme is envisaged as having six key sets of outputs:

Output 1: Constructive competition, and the peaceful settlement of disputes, achieved among political parties through dialogue.

- a. Consultation with political party leaderships to determine the parameters of an informal, yet systematic and facilitated, dialogue platform aimed at establishing confidence among parties; addressing mutual grievances; and clearing mutual misperceptions and misconceptions;
- b. Establishment and implementation of the platform, including through adapting best practices from other countries, with a specific focus on mediation and peace-building efforts by women's groups;
- c. Utilization of the platform to carry out informal mediation and confidence-building among political parties, especially before and in the aftermath of upcoming national elections;

- d. Utilization of the platform for assisting political parties in developing a mutual, agreed-upon “code of conduct.
- e. Implementation of a mutually agreed-upon “monitoring mechanism” for the “code of conduct.”

Output 2: Leadership, strategic planning, and negotiation capabilities acquired and applied by leaders of new government institutions, and civic and political leadership.

- a. Providing skills and aptitude in leadership, strategic planning, consensus-building, and constructive negotiation, through training and “experience-sharing,” to key constituencies such as political party leaderships and core memberships; women parliamentarians; senior staff and members of national ministries and commissions; civic leaders; and heads of administrative offices at the island and atoll level;
- b. Assisting relevant public and academic training institutions in establishing standing curricula and programmes for providing these skills to the next generations of leadership;
- c. Establishing a national network of “mediators,” drawn from the ranks of civil society, local administration, and educational institutions, and with a particular emphasis on youth and women as its members, to provide on-the-spot dispute resolution and conflict management at the local level (members of the network could be compensated for the time spent on these activities, and the initial costs of their training, deployment, and travel could be covered through UNDP; the network should consist of at least fifty members, with up to half deployed in various localities in Male to address an increase in gang-related violence, gender-based violence, and other tensions, and the remainder distributed throughout the most populated islands and atolls; local administration offices will form the base of operations for most network members, and political parties and other relevant organizations will be notified of the availability of their services).
- d. Sustaining the national network of mediators by laying the institutional ground-work (possibly through the Ministry of Home Affairs) for a similar national resource, i.e., a pool of provider of mediation and alternate dispute resolution services paid for from the national budget, and maintained by the relevant arms of the government.

Output 3: Youth participation in civic and confidence-building activities increased.

- a. Consultation with relevant stakeholders, including pertinent government institutions, the private sector, and civic organizations, especially those with outreach to youth as well as representatives of youth groups and women’s groups, around the establishment of a national UN Volunteers Programme (modeled on the one recently launched in Kenya, a joint initiative of UNDP and UNV, as part of the peace-building effort following electoral

violence) which deploys youth volunteers to serve as civic educators, community mobilizers, and mediators (including members of the national mediators' network mentioned under Output 2); these youth will work with communities during the ongoing democratic transition to support efforts to better manage change and the possible associated fall out, promote understanding of the new and emerging democratic structures and the associated rights and responsibilities, and serve as on-ground facilitators to defuse possible violent tensions during future elections (many in the many Maldivian leadership remain concerned that with the new constitution enshrining a host of new rights for the population, the latter should be better prepared to ensure the responsible exercise of these rights, especially since political and judicial institutions are not yet mature enough to address all the possible resulting demands; if this overall process is not managed well there a potential for fall out and unrest).

- b. Establishment of the national UN Volunteers Programme, including the formation of a multi-stakeholder steering committee consisting of representatives of government, civil society, women's groups, and the major political parties;
- c. Training and deployment of up to two hundred volunteers for a two-year period, including monthly stipends as well as budgets for local activities (funds managed by local offices of UNCT member agencies where present), with at least a third of volunteers as women;
- d. Identification of civic and NGO initiatives that are also providing community mobilization and facilitation support, and the development of modalities for UN assistance for the provision of such support where feasible, in order to ensure that existing assets and initiatives are utilized where appropriate, and that the work of the volunteers complements them rather than overlapping with them;
- e. Assistance for development of "National Volunteer Service Scheme," based on experience of the national UN Volunteers Programme, as a standing initiative, by the time the latter concludes;
- f. Technical assistance and resource mobilization for the "national volunteer service scheme."

Output 4: Mandated functions performed in a sustained and effective manner by new institutions, including the judiciary, the civil service commission, the human rights commission, and elected local governments.

- a. New institutions' capacities assessed, through ongoing UNDP governance initiatives, for effective delivery of mandated goods and services, and for outreach to the public and civil society;

- b. Multi-stakeholder consultations conducted with representatives of relevant government bodies, civil society, major political parties, and women parliamentarians, on strategies for improving performance of new institutions based on assessment results;
- c. New institutions assisted, through ongoing UNDP governance initiatives, in developing implementation plans for the strategies and options suggested by the capacity assessments and the subsequent multi-stakeholder consultations;
- d. Technical support and resource mobilization assistance for the implementation plans.

Output 5: Bias reduced, and conflict sensitivity increased, in reporting by print and broadcast media

- a. “Conflict sensitivity” training, and on professional conduct with regard to politically-relevant reporting, for editors and publishers of key media outlets;
- b. Assistance for editors and publishers of key media outlets on a common “code of conduct” on reporting on politically sensitive matters so as to inflaming of tensions;
- c. Establishment of a media monitoring mechanism, including on the implementation of the “code of conduct,” by editors and publishers, civic organizations, and the private sector.

Output 6: The leadership role and participation of Maldivian women in the reform process, and in promoting sustainable peace and development, increased.

- a. Development of baseline data on current numbers and levels of employment and participation of women in key government institutions, political parties, the private sector, and in civic organizations; identification of current women’s groups and initiatives aimed at the empowerment of women in the context of the ongoing democratic transition; and assessment of the capacities of these groups and initiatives;
- b. Formation of “women’s leadership forum,” consisting of representatives of key government institutions, major political parties, and civil society—with a particular emphasis on ensuring the participation of women from the outer islands as they tend to be marginalized from the mainstream—to develop and lead, drawing on baseline data, the implementation of a strategy for the advancement of women’s role and leadership in the reform and political processes, and in initiatives to build confidence and trust;
- c. Training and capacity-building exercises for women representatives from key sectors and organizations on the implementation of the strategy developed by the “women’s leadership forum;”

- d. Technical assistance and resource mobilization for the implementation of the strategy developed by the “women’s leadership forum,” with the latter also serving as the “steering committee” for the implementation of the strategy.

IV. Measuring the effectiveness of the programme

12. In addition to quarterly reports on the implementation of the programme prepared by the Peace and Development Advisor recruited under the programme’s auspices, the programme’s monitoring and evaluation strategy will focus on defining baseline indicators for the measurement of levels of trust and confidence among the political and civic leadership, and among leaders and the public. Significant shifts in these indicators over a two-year period, defined as a change in the value of the relevant indicator of up to fifty percent, will mark the overall effectiveness of the programme.

13. The development of the baseline indicators will constitute among the first tasks for the Peace and Development Advisor, and will include the gathering of approximate data (in collaboration with a credible local academic institution) on the following types of incidents over a three-month period:

- a. The number incidents of use of threatening or suspicious language or public discourse by members of the civil and political leadership;
- b. The numbers of unresolved disputes involving political parties, as well as national and local institutions of government;
- c. The number of incidents of use of inflammatory or sensationalist rhetoric or reporting by broadcast or print media; and
- d. The number of incidents of violence, including gender-based violence, or potential violence (tense rallies, protests, or police-crowd interactions) that cannot be attributed to criminal motives alone.

14. Assessments in shifts in the baseline indicators will be conducted at the end of the first year, as well as the second year, the latter being undertaken in the context of an external evaluation of the programme.

V. Risk Management Strategy for the programme

15. The central risk for the programme is that an evolving political situation might increase the already elevated levels of mistrust and lack of confidence among the key political and civic

actors, and hence make it difficult to convene them in order to implement some of the critical activities, and achieve some of the primary objectives, of the programme.

16. A two-pronged strategy will be employed in order to manage this risk. First, the UN's role as a neutral intermediary continues to be accepted and highly regarded in the Maldives. During the course of the implementation of the programme, the RC/RR and the Peace and Development Advisor will continue to work very closely with UN headquarters in order to ensure that this role is conserved, and that the resulting goodwill can be utilized to unblock key aspects of the implementation of the programme should the need arise. Second, the overall implementation of the programme will be overseen by a "national steering committee and programme advisory board" facilitated by UNDP, and including representatives of the key government institutions, civil society, and the major political parties. Should a shifting political landscape present challenges for programme implementation, this mechanism could be utilized to address them.

VI. Management arrangements for the programme

17. The proposed programme should be a component of UNDP-Maldives' governance portfolio, but unlike other components, be implemented using DEX, as no governmental or non-governmental counterpart currently enjoys the confidence of all concerned parties in the Maldivian situation. The proposed programme should be established for a two-year duration so as to allow some of the critical activities proposed therein to be fully established, and to have the anticipated impact.

18. Strategic leadership for this programme should be provided by the RC/RR, with the assistance of a Peace and Development Advisor (PDA), who will report directly to the RC/RR. The PDA, who will provide the substantive and programmatic leadership for the initiatives detailed in this programme document, should be located within the governance team, but also directly provide strategic advice to the RC/RR. As per the new terms for deployment of PDAs recently agreed to by DPA and UNDP, the PDA, on appointment, will also be a member of the global "community of practice" of PDAs hosted by the Expert Reference Group (ERG) of the Inter-agency Framework Team for Preventive Action, which should allow him/ her to share relevant best practices and experiences, and their applicability to the Maldives situation.

19. The PDA will perform the following functions:

- a. Lead, under the direct supervision of the RC/RR, the implementation of conflict prevention initiatives and strategies in the field;
- b. assist in the development and strengthening of national institutions and processes for conflict management;

- c. provide strategic analyses and recommendations for the UN RC and UNHQ, so that the UN system can best assist national and local initiatives;
- d. support multi-stakeholder dialogue and reconciliation processes;
- e. support the mainstreaming of conflict prevention into UN and national development plans and programmes, including through training and capacity-building of UN staff and national partners;
- f. support the mainstreaming of gender into conflict prevention programmes, through training and capacity-building as appropriate;
- g. support specific, targeted initiatives, as requested by national counterparts and under the direction of the RC, such as electoral violence prevention, political party dialogue, and the development of conflict-sensitive reporting by the media, etc.

20. The implementation of the programme, and the work of the RC/RR and the PDA in this regard, will be back-stopped by an informal working group at headquarters consisting of representatives of UNDP-BCPR, UNDP-RBAP, DPA-APD, and DPA-PPU, plus a relevant expert on issues of dialogue and social cohesion from the ERG. This working group will continue to provide political, strategic, technical, and monitoring and evaluation assistance for the implementation of the programme.

Strategic Results Framework

<i>Outputs</i>	<i>Activities—First year</i>	<i>Activities—Second year</i>	<i>Costs Year I</i>	<i>Costs Year II</i>	<i>Costs Total</i>	<i>Output Indicators</i>
<i>Output 1: Constructive competition, and the peaceful settlement of disputes, achieved among political parties through dialogue.</i>	<p>i. Five facilitated consultations conducted in order to design forum for inter-party dialogue;</p> <p>ii. Dialogue forum established as an autonomous entity, with membership of the forum determined through consultation among major parties.</p> <p>iii. Two staff recruited and trained</p>	<p>i. Six facilitated mediation or dialogue exercises convened by the forum.</p>	<p><i>First year:</i> Eight dialogue exercises and meetings: US \$ 40, 000 International consultants: US \$ 20, 000 Forum staff: US \$ 40, 000 Equipment: US \$ 10, 000 Total: US \$</p>	<p><i>Second year:</i> Six dialogue exercises and meetings: US \$ 30, 000 International consultants: US \$ 20, 000 Forum staff: US \$ 50, 000 Total: US \$ 90, 000</p>	<p>US\$ 200,000</p>	<p>i. Forum for inter-party dialogue constituted on the basis of consensus among relevant actors.</p> <p>ii. Specific disagreement or tensions mediated, or addressed through dialogue, under the forum's auspices.</p>

	<p>to serve as standing secretariat; logistics and facilities procured for the forum and its activities.</p> <p>iv. Experience-sharing exercise on national mediation mechanisms conducted in order to enhance work of forum;</p> <p>v. "Code of conduct" for political parties developed under the auspices of the forum.</p> <p>vi. Monitoring mechanism for code of conduct established as part of the forum's standing structure.</p>		<p>110, 000</p>			
<p>Output 2: Leadership, strategic planning, and negotiation capabilities</p>	<p>i. Eight training exercises conducted for parliamentarians; political party leaderships; senior public officials; and</p>	<p>i. Four training exercises conducted for parliamentarians; political party leaderships; senior public officials; and</p>	<p>First year: Twelve training exercises and consultations:</p>	<p>Second year: Four training exercises: US \$ 20, 000</p>	<p>Total US 230,000</p>	<p>i. Measureable decrease in incidents of use of provocative or inflammatory rhetoric by political and civic leaders, and by public</p>

<p>acquired and applied by leaders of new government institutions, and civic and political leadership.</p>	<p>civic and private sector leaders on skills pertaining to constructive negotiation and positive leadership.</p> <p>ii. Leadership and conflict management training and curriculum established at the Management Faculty of the Maldives College of Higher Education;</p> <p>recruitment of two trainers to join the Faculty.</p> <p>iii. Facilitated multi-stakeholder consultation conducted to identify <i>modus operandi</i> for recruiting, deploying, and providing an institutional base for a national network of mediators.</p> <p>iv. Up to fifty</p>	<p>civic and private sector leaders on skills pertaining to constructive negotiation and positive leadership.</p> <p>ii. Curriculum on leadership and conflict management sustained at the Maldives College of Higher Education.</p> <p>iii. National network of mediators assisted in identifying and resolving disputes and emerging tensions in their localities.</p>	<p>US \$ 60, 000</p> <p>International consultants: US \$ 20, 000</p> <p>National consultants (reimbursement for mediators on time spent in mediation activities): US\$ 40, 000</p> <p>Internal travel: US \$ 15, 000</p> <p>Total: US \$ 135, 000</p>	<p>International consultants: US \$ 20, 000</p> <p>National consultants (reimbursement for mediators on time spent in mediation activities): US\$ 40, 000</p> <p>Internal travel: US \$ 15, 000</p> <p>Total: US \$ 95, 000</p>	<p>officials.</p> <p>ii. Measurable increase in use of dialogue and constructive negotiation for resolution of disputes by parliamentarians, public officials, and business and labor leaders.</p> <p>iii. Investment of public funds in sustaining curricula and training in conflict management in institutions of higher education.</p>
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<p>Output 3: Youth participation in civic and confidence-building activities increased.</p>	<p>i. Multi-stakeholder consultation conducted to determine the substantive, technical, and resource parameters of a national youth UN Volunteer Programme.</p> <p>ii. One hundred youth volunteers recruited and deployed in Male and select atolls to serve as civic educators, community</p>	<p>i. Multi-stakeholder consultation conducted to identify the organization and management of a “national youth service scheme.”</p> <p>ii. Government and relevant actors assisted in mobilizing resources (from national budget and bilateral contributions) and establishing the infrastructure for scheme, including through developing</p>	<p>First year: Six training exercises and consultations: US \$ 30, 000</p> <p>Remuneration and expenses for UN volunteers: US \$ 200, 000</p> <p>Total: US \$ 230, 000</p>	<p>Second year: Six training exercises and consultations: US \$ 30, 000</p> <p>Remuneration and expenses for UN volunteers: US \$ 200, 000</p> <p>Total: US \$ 255, 000</p>	<p>Total US \$ 485,000</p>	<p>i. Reduction in incidents of gang-related violence in Male.</p> <p>ii. Measurable increase in public engagement with the process of national governance reform, as assessed through public participation in forums convened by volunteers.</p>
<p>mediators recruited, trained, and deployed in Male and select atolls (at least forty percent of mediators should be women, and the majority should be recruited from the communities and neighborhoods where they live.</p>						

	<p>mobilizers, and dialogue promoters, especially in the potentially tense period following national elections (forty percent of volunteers should be women; special effort should be made to recruit youth from areas that have seen recent spikes in crime and violence).</p>	<p>and adopting relevant legislation.</p> <p>iii. Additional one hundred national UN volunteer trained and deployed.</p>			
<p>Output 4: Mandated functions performed in a sustained and effective manner by new institutions, including the judiciary, the civil service commission, and the human rights commission.</p>	<p>i. National Human Rights Commission assisted in formulating strategy and two-year work plan, including a concerted national effort on advocacy and sensitization on human rights issues.</p> <p>ii. The Anti-Corruption Board, the Ombudsman, and the Ministry of Legal Reform assisted in</p>	<p>i. National Human Rights Commission assisted in implementing, through the provision of technical and facilitation support for at least eight public forums in Male and select atolls, an advocacy campaign on human rights.</p> <p>ii. Technical assistance provided for the implementation of</p>	<p>First year: International consultants: US \$ 50, 000 National consultants: US\$ 30, 000 Twelve consultations and training exercises: US \$ 60, 000 Travel: US \$ 20,</p>	<p>Second year: International consultants: US \$ 50, 000 Twelve consultations and training exercises: US \$ 60, 000 Travel: US \$ 20, 000 Total: US \$</p>	<p>Total US\$ 290,000</p> <p>i. Greater awareness of human rights, and of civic rights and responsibilities, as assessed through an independent survey at the conclusion of the advocacy campaign on human rights.</p> <p>ii. Measurable reduction in court caseloads due to application of alternative dispute</p>

	<p>developing capacity plans aimed at enhancing transparency, accountability, and stakeholder participation in day-to-day governance.</p> <p>iii. Civil Service Commission (CSC) assisted in developing a concrete plan to promote attitudinal and behavioral change among civil servants (i.e. greater emphasis on service rather than personal gain, and on public accountability) through training and mentoring (with at least four training exercises conducted in Male in the first year under CSC auspices);</p> <p>iv. Multi-stakeholder consultation</p>	<p>the capacity plans of the Anti-Corruption Board, the Ombudsman, and the Ministry of Legal Reform.</p> <p>iii. Four additional exercises on attitudinal and behavioral change conducted for civil servants in the atolls.</p> <p>iv. Technical and financial assistance provided to select courts in Maldives and the atolls to train and recruit alternative dispute resolution practitioners (including through four training exercises).</p>	<p>000</p> <p>Total: US \$ 160, 000</p>	<p>130, 000</p>	<p>resolution techniques.</p> <p>iii. Shift in civil servants' perceptions of their responsibilities, and the manner in which these should be fulfilled, as assessed by the Civil Service Commission before and after the implementation of the activities indicated in this programme.</p>
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<p>conducted around the parameters of a national bar association, and a system for the provision of legal counseling, alternative dispute resolution, and court-annexed mediation services.</p>	<p>i. Three training exercises conducted on conflict-sensitive and professional conduct with regard to politically-relevant reporting for editors and publishers of key media outlets;</p> <p>ii. Editors and publishers of key media outlets assisted, via four facilitated consultations, in developing a common "code of conduct" on reporting on politically sensitive</p>	<p>i. Technical and resource mobilization assistance provided for the establishment, on a joint basis by the key media houses, of a standing media monitoring mechanism.</p> <p>ii. Monitoring mechanism assisted in preparing and disseminating quarterly analyses of media performance with regard to sensitive electoral</p>	<p>First year:</p> <p>Six consultations and training exercises: US \$ 30,000</p> <p>International consultants: US \$ 20,000</p> <p>Total: US \$ 50,000</p>	<p>Second year:</p> <p>National consultants: US \$ 20,000</p> <p>Publication and dissemination: US \$ 20,000</p> <p>Four facilitated exercises: US \$ 20,000</p> <p>Total: US \$ 60,000</p>	<p>Total</p> <p>US\$ 110,000</p>	<p>i. Mutually agreed-on media code of conduct developed and applied.</p> <p>ii. Reduction in use of unverified or inflammatory language by the media, as assessed by the monitoring commission.</p>
<p>Output 5: Bias reduced, and conflict sensitivity increased, in reporting by print and broadcast media</p>						

	<p>matters so as to avoid inflaming of tensions;</p> <p>iii. Editors and publishers of key media outlets assisted in determining, via a facilitated multi-stakeholder consultation, the parameters of a media monitoring mechanism, including on the implementation of the “code of conduct.”</p>	<p>matters.</p>				
<p>Output 6: The leadership role and participation of Maldivian women in the reform process, and in promoting sustainable peace and development, increased.</p>	<p>i. Baseline data developed on current numbers and levels of employment and participation of women in key government institutions, political parties, the private sector, and in civic organizations; current women’s groups and initiatives aimed at the empowerment of</p>	<p>i. Implementation plan developed for the strategy proposed by the “women’s leadership forum.”</p> <p>ii. At least four training and familiarization exercises conducted around the proposed strategy as well as its implementation.</p> <p>iii. Technical and</p>	<p>First year:</p> <p>International consultants: US \$ 25, 000</p> <p>National consultants: US \$ 20, 000</p> <p>Four facilitated consultations and training exercises: US \$</p>	<p>Second year:</p> <p>Five facilitated consultations and training exercises: US \$ 25, 000</p> <p>National consultants: US 25, 000</p> <p>Total: US \$ 50, 000</p>	<p>Total</p> <p>US 115,000</p>	<p>i. Reliable baseline data developed on the participation of women in public and political life.</p> <p>ii. “Women’s Leadership Forum” established as a visible national advocate for enhancing women’s roles in public and political life.</p> <p>iii. Women</p>

	<p>women in the context of the ongoing democratic transition; and the capacities of these groups and initiatives;</p> <p>ii. Multi-stakeholder consultation conducted on the organization and parameters of a “women’s leadership forum,” consisting of representatives of key government institutions, major political parties, and civil society—with a particular emphasis on ensuring the participation of women from the outer islands as they tend to be marginalized from the mainstream—to develop and lead, drawing on baseline</p>	<p>resource mobilization assistance provided for the implementation of the strategy.</p>	<p>20, 000 US \$ 65, 000</p>		<p>recruited to form at least a third of the national network of mediators, and the national UN Volunteers Programme.</p>
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	<p>data, the implementation of a strategy for the advancement of women's role and leadership in the reform and political processes, and in initiatives to build confidence and trust.</p>					
<p>Staff and programme support costs</p>			<p>First year: Peace and Development Advisor (L-4; international): US \$ 150, 000</p> <p>Peace and development programme officer (national): US \$ 25, 000</p> <p>Equipment: US \$ 10, 000</p> <p>Internal travel:</p>	<p>Peace and Development Advisor (L-4; international): US \$ 150, 000</p> <p>Peace and development programme officer (national): US \$ 25, 000</p> <p>Total: US \$ 175, 000</p>		

				US \$ 15, 000		
				Total: US \$ 200,000		

Total costs for the first year: US \$ 950, 000

Total costs for the second year: US \$ 830, 000

Amount sought from BCPR for first year: US \$ 500, 000 (to be applied primarily to the deployment of the Peace and Development Advisor, and Outputs 1 and 2 (building national mediation and dispute resolution capacities); Output 4 (strengthening governance), and Output 6 (increasing the participation of women in public and political processes)).

Country Office contribution for first year: US \$ 100, 000

Amount to be mobilized from donors for first year: US \$ 350, 000