



# **ANNUAL PROJECT PROGRESS REPORT YEAR 2013**

**01<sup>st</sup> January 2013 - 31<sup>st</sup> December 2013**

## **Integrated Governance Programme (IGP)**

**Supported by: Government of Germany, AusAID, UK Foreign Office, US State Department, USAID, European Union, Republic of Korea and various UN/UNDP funds (Democratic Governance Thematic Trust Fund, United Nations Democracy Fund, Bureau for Crisis Prevention and Recovery and UNDP Core contributions)**

Country: MALDIVES

Reporting Agency: UNDP

## **ANNUAL PROGRESS REPORT**

Project Title: Integrated Governance Programme (IGP)

Reporting period: January –December 2013

### **I. PURPOSE AND SUMMARY**

As a response to the political crisis of February 2012 and subsequent transfer of power, for the consolidation of democracy in the Maldives, UNDP through the Integrated Governance Programme (IGP) continued to support a number of democratic, human rights and justice sector institutions as well as civil society organizations and media in 2013. There had been significant progress in the three coordinated programme results area; institutional capacity strengthening, increased access to justice, rule of law and human rights and enhanced social cohesion despite the complex and fluid political environment with contested first round of Presidential Election 7 September 2013 and a final round on 16 November 2013.

The most noticeable progress was made in the area of electoral assistance. With the support from IGP/UNDP, the Elections Commission of Maldives was able to benefit from the deployment of a senior UN/UNDP Governance Adviser in the areas of strategic planning and external communication with the electoral stakeholders. The training capacity of the EC was enhanced through training of the trainers (TOT) and polling officials training for the presidential election based on the curriculum developed in early 2013. This has led to enhanced competency of the polling officials in administering the election successfully. The outreach to all atolls and islands was made possible through a comprehensive voter education programme and increased awareness among the voters. The voter turnout of 88% in the first round and 91% in the final round of Presidential election could be attributed to the effective voter education campaigns.

As a key component of the IGP's core strategy to promote stakeholder and community level discussion and consensus building on national issues, two key dialogue tracks were held; the justice sector dialogue series and the community dialogue forums. Four youth centered dialogues were held in Male', with a focus on promoting understanding and tolerance among youth in the lead up to and following the potentially divisive Presidential Election.

The year has also been productive in laying the groundwork for a number of key strategic activities under the IGP, including media training on ethical and independent reporting during elections and media monitoring by Maldives Media Council and Maldives Broadcasting Commission. Additionally, as part of longer term support to NGO capacity development, training needs assessment for the NGO sector was conducted and a comprehensive capacity development strategy with an action plan was developed. Based on the capacity development action plan, series of training, workshops, coaching mentoring and networking activities were initiated which has laid the foundation for a long term capacity development vision for the Maldivian civil society sector.

However, the planned activity related to developing training curriculum for judges and continuous training of judiciary could not be materialized as planned due to internal procurement process and external environment surrounding the first round of the Presidential Election, which required the Supreme Court's full time and attention. This activity will be

supported in early 2014 under the modality of South-South Cooperation by engaging a regional training institution based in Kuala Lumpur and all the ground work were completed.

This report captures the progress from January–December 2013 with support from multiple donors as well as the challenges faced by the programme in the implementation of planned activities.

The programme contributes to the following UNDAF Outcomes and UNDP Country Programme outputs:

***United Nations Development Assistance Framework (UNDAF) outcomes:***

Outcome 10: Increased transparency and accountability of public institutions with emphasis on decentralized bodies;

Outcome 11: Equitable access to justice and strengthened rule of law;

Outcome 12: Culture of respect for Human Rights advocated, fulfilled, protected and fostered at all levels; and

Outcome 13: Civil Society is active and thriving;

Outcome 14: Institutional capacity strengthened and framework in place to coordinate and plan national development at local and national levels.

***Country Programme Document (CPD) Outputs:***

Institutional capacities strengthened to ensure transparency and accountability of public institutions with emphasis on decentralised bodies;

Equitable access to justice and rule of law improved through strengthened legislative frameworks and institutional capacities;

Enabling environment created and strengthened for civil society to thrive and to engage in public dialogue; and

Culture of respect for human rights including women's rights advocated, fulfilled, protected and fostered at all levels.

The IGP will seek to achieve the following inter-linked three programme results:

1. National and local level institutional capacities strengthened to ensure transparency and accountability and for supporting democratic consolidation and processes
2. Equitable access to justice increased and rule of law strengthened through support to the justice sector, including judiciary and promotion of human rights
3. Enabling environment created and strengthened for enhanced social cohesion through inclusive and participatory decision making and development

## **II. RESOURCES FOR THE PROGRAMME**

The total expenditure for the year was 1.5 million USD against the revised budget of 1.7 million USD. The reason for low expenditure is mainly due to delays in initiating some of the activities due to fluid political environment and priority shifts by government counterparts as a result of electoral events and uncertain political climate, leaving limited space for

advancing reforms. Some activities, especially on judicial reforms and support to the parliament had to be put on hold and the deployment of a number of international consultants was deferred to 2014. The funds have mainly been utilised for providing technical expertise to the Elections Commission, Human Right Commission and Maldives Police Service, Local Government Authority and support to Civil Service Training Institute, Civil Service Commission and President's Office and developing local capacities to deal with conflict through dialogue and media capacity developments well as provision of small grants for Civil Society Organizations to undertake various community level initiatives. The challenges and delays faced in meeting implementation and expenditure targets are explained in the subsequent sections. The contributing partners are Government of Germany, AusAID, UK, USA, European Union and various UN/UNDP funds (Democratic Governance Thematic Trust Fund, United Nations Democracy Fund, Bureau for Crisis Prevention and Recovery and UNDP Core contribution, and UNDP-Korea funds).

### III. RESULTS

#### **Result Area 1: National and local level institutional capacities strengthened to ensure transparency and accountability and for supporting democratic consolidation and processes**

Under the result area 1, significant progress was made with regard to strengthening the capacity of the Elections Commission through advisory and technical support in the areas of training and voter education.

IGP/UNDP support enabled the EC to develop training curriculum for polling officials, and train 37 trainers (13 female and 24 male) and 4891 polling officials (2939 female and 1962 male), who assured adherence to the rules and regulations set by the Election Commission in several rounds of presidential election. National and international observers praised the high professionalism and quality conduct of polling officials in their observation reports.

In addition, the roll out of a comprehensive voter education campaign was made possible through IGP/UNDP. Strategic use of social media enabled outreach to 20% of new voters. This resulted in unprecedented levels of voter turnout with every round of voting (Final round turnout 91%, Report, EC) and high voter awareness despite the election being prolonged and results disputed (EC report confirmed that the number of invalid votes was less than 1% of the total vote casted and also less than 2008 election which was 1.03%).

Training on local government has also been standardized and institutionalized with UNDP support. Ten modules have been adopted by the LGA as their official training programme and approximately 45 participants from local councils have been trained so far.

As a result, this year has seen an increase in the level of participation by local councils in coordinating with and reporting back to the Local Government Authority as indicated by LGA Annual Report 2013. Furthermore, technical support was provided towards the amendment of the Decentralization Act, which is currently being debated in the Parliament. The revision suggests rationalized structure to reduce costs and a quota to encourage women councilors as women continue to be under represented. If and when adopted, it will significantly improve the efficiency of the existing structure and gender balance.

Outcome level change was slow in terms of institutional capacity of public institutions such as the President's office (PO), Civil Service Commission (CSC) and in the area of parliamentary support. However, PO and CSC were supported towards establishing a system

of management audit in public sector; checklist and tools are now available and 34 officials were trained in the use. When the system becomes operational, it will contribute to public sector accountability and transparency. The President's Office has reiterated its commitment to conduct management audits of all public sector institutions in the long run after a successful pilot at the Ministry of Home Affairs on its coordination function in 2013.

The details of activities under result area one is given below.

### **Output 1.1: Improved institutional and human resource capacities of the Election Commission in election management.**

#### ***Activity 1.1.1***

*1.1.1.1: Exposure visits for EC staff focusing on core EC functions; political party management, statistical analyses and Elections IT*

Exchange of information on best practices in long-term sustainability of electoral processes between the Elections Commission of Maldives (EC) and other Electoral Management Bodies (EMB) were facilitated through the participation of two members of the Commission in an international conference in early March 2013 on Sustainability in Electoral Administration held in Maputo, Mozambique from 4<sup>th</sup> -8<sup>th</sup> March 2013.

The workshop was aimed to elicit best practice that can assist countries in critically assessing methods of electoral administration in terms of sustainability. It was also an opportunity to provide electoral management bodies and other stakeholders with comparative information, data, experience and models on the long-term sustainability of electoral administration. The discussion was focused mainly on two core issues: the costs and funding of electoral processes, and the extent to which costs affect the wider grounding of electoral administration in a state commitment to electoral integrity.

Upon their return, an experience sharing session was held by the participants with the EC staff on 20<sup>th</sup> March. Total of 20 EC staff attended the learning session. The presentation highlighted key learning points and possible ways of incorporating findings in future elections in the Maldives especially in the area of procurement and voter education initiatives. This particular activity has enhanced knowledge and skill of the EC and their networking ability with other Electoral Management Bodies in the Asia Pacific and other regions.

#### ***Activity 1.1.2***

*1.1.2.1 Develop training modules based on the polling officials curriculum and conduct training for EC training staff and polling officials.*

With IGP/UNDP support, EC was able to develop the training curriculum outline for training of polling officials and an additional training outline specific for the presidential election. This led to enhanced knowledge and skill among the polling officials as most of them lack basic skill in organizing elections. In addition, the technical capacity of voter education and training department was strengthened by availing expert services of Ms. Yvonne Goudie from 9<sup>th</sup> March -28<sup>th</sup> March who developed the curriculum outline in close consultation with EC Secretariat. Following extensive consultations and inputs from the EC staff and

Commissioners, the expert was able to develop following products;

- Introduction to Election and Electoral Management Body (BRIDGE) Module
- Voter Education (BRIDGE)' Module
- A Strategic Action Plan for BRIDGE Training
- One day polling staff training module
- Polling official training plan for 2013 Presidential Elections

Based on the inputs and curriculum developed by the BRIDGE (Building resources in democracy, governance and elections) expert, the curriculum for the polling officials training was developed by the EC.

The knowledge and skill of Polling Officials on polling procedure, counting and handling minor disputes at the polling station was enhanced through Polling Officials training. A cascade approach was used by training 37 Trainers who then trained 4891 polling officials in the final round of election. The training covered key issues such as;

- Results calculations and challenges faced during the first round of election and the strategy to overcome those challenges
- Review of the proper documentation process during the closing of ballot box and counting process
- Discussions on various types of complaints received during voting hours and addressing those

Judge Kriegler, senior governance and electoral expert covered a session on the role of polling officials in the election process and shared his experience.

### **Activity 1.1.3**

#### *1.1.3.1 Advisory support to the Election Commission by an Election Expert*

Services of a retired judge as well as former Chief Election Commissioner from South Africa were made available to support technical aspects of the IGP work from July to September. He was able to hold series of consultations and one to one meeting with the EC and other electoral stakeholders.. A number of meetings and interaction were held with political parties and NGOs prior to the first round of election and then after. He also met with Human Rights Commission of Maldives (HRCM) and provided guidance on election monitoring and legal context regarding elections.

In addition, he delivered two public lectures i) Everyone's Election and ii) Elections: Beauty or Beast in June and September 2013. He shared his experience from 2008 disputed Kenyan elections and the lessons learnt. The events were attended by over 100 participants from civil society, media, government agencies and UN/UNDP and were an opportunity for questioning, discussion and feedback on a wide range of issues regarding elections and democracy both in the global and local context.

### **Activity 1.1.4**

#### *1.1.4.1 Conduct voter education, outreach and awareness raising activities*

Prior to the Presidential election, following nine messages were developed in close collaboration with EC and other stakeholders

- Every Vote Counts
- Respecting difference in Opinion
- Your Vote is Confidential
- Vote Buying
- Elections Complaints Mechanism
- Re-registration process
- Details on voting day
- Criteria for Assisted Voting
- Promotion of Dialogue

Awareness among the voters on electoral process was raised through a massive voter education campaign for the Presidential election. The messages were aired through different channels of communication (radio, TV, print media and social media). To gauge the impact of voter education programme and people views about the election, an on line perception survey was launched in July with lot of interesting findings. The report will be used for internal programming purpose.

In order to sustain voter education activities, a branding concept titled ‘Faahaga’ (translated as ‘Mark’) was developed to stress the notion that elections should be a celebration and a mark of your right to vote. There were three sub themes under this main theme which was ‘my mark’, ‘let’s make a mark’ and ‘let’s mark’ and one will be allocated to each message developed. The branding concept ‘Faahaga’ has now been trademarked by EC and will be used for all future voter education campaigns by the EC

The messages have been circulated on social media and broadcast media. A ‘Faahaga’ twitter and Facebook page was developed to disseminate the voter information messages developed. The voter education materials online such as videos, posters and photos had over 40,000 ‘views’ as of December 2013, which indicates outreach to more than 20% of eligible voters.

**Output 1.2 Capacities of Parliament Members strengthened to perform the legislative, oversight and representational functions and capacities of the Parliament Secretariat strengthened to accelerate key functions of the Majlis.**

**Activity 1.2.3**

*1.3.2.2 Training workshops for parliamentary committees on legal drafting and budget analysis of bills*

The objective of this activity was to increase the understanding and knowledge of parliamentary committee members on effective committee sessions and international best practices. An international expert and former speaker from the House of Commons in Canada, John Bosley was made available on 17th June for a period of three weeks. He also had one to one meeting with the speaker of Majlis to share his experience on how parliament could be more effective in fulfilling its constitutional mandate. One working session was held for the parliamentary committee (Social Affairs Committee) and 3 working sessions were held with Secretariat Staff on how to support the parliamentary committees for their smooth functioning. In addition, an analytical report covering institutional aspect of Parliament including existing rules of procedure in parliament, observations and reflection on the parliamentary committee set up and recommendations to strengthen the current structure and existing procedures was produced. The recommendations will be incorporated while

reviewing the Majlis strategic plan in 2014. As all the MPs were quite busy with Election and some of them were out of Male for political campaign, the meetings and discussion with some of the committees as planned could not take place.

**Activity 1.2.4**

*1.2.4.1 Based on Majlis Strategic Action Plan, review and provide recommendations on existing organization structure and job descriptions of Majlis Secretariat*

**Activity 1.2.5**

*1.2.5.1 Develop induction modules for Majlis secretariat and conduct TOT for Majlis secretariat staff*

The Terms of Reference were finalized in consultations with Majlis. As most of the parliamentarians were engaged in activities related to Presidential election, the above activities will be implemented in the first quarter of 2014. Necessary preparations are underway to ensure its timely and quality execution.

**Output 1.3: Systems, procedures and capacities built and strengthened for improved responsiveness to public demand at local levels.**

**Activity 1.3.2**

*1.3.2.1 Conduct ToT for selected LGA staff on SOPs for WDC and local councils*

As a follow up to earlier support, 30 professionals (16 female and 14 male) from Civil Service Training Institute (CSTI) and Local Government Authority (LGA) acquired knowledge and skill through two days training workshops in developing SOPs on administrative processes for the local governance framework and Women Development Committee (WDC). The head of the LGA training Unit and an atoll councilor facilitated the workshop. The training focused on the purpose and application of SOPs in the field and the procedure for amendments. Following the workshop, the trained facilitators are able to deliver similar training to island councilors. As part of group work, a draft SOP for the LGA was also developed.

**Activity 1.3.3**

*1.3.3.1 Conduct consultation forums to finalize fiscal formula and develop manual for block grant allocations*

This activity has been postponed to 2014 as the political environment was not conducive for organizing such forums.

**Activity 1.3.5**

*1.3.5.1 Develop the full modules identified in the local councilors orientation curriculum*

Support to LGA was continued this year by developing additional six training modules. All the ten modules have been now finalized and will be included in the curriculum which will be accredited at Certificate 1 level by the Maldivian Qualification Authority (MQA). In the long term, it will be hosted at a training institute/teaching facility. The modules are;



1. Good Governance and Decentralization
2. Economic Sustainability
3. Planning for Development
4. Decentralization and local governance
5. Managerial skills for local councilors
6. ICT in public service delivery
7. Financial Management
8. Procurement and Property Management
9. Project Cycle Management
10. Monitoring and Evaluation

A pilot workshop was conducted for Baa atoll councilors (23 councilors participated) and feedback from this training session was towards finalizing the curriculum. These modules will be used for training/orientation of newly elected councilors in 2014 which will be submitted to MQA for accreditation in 2014.

**Activity 1.3.8**

*1.3.8.1 Production of awareness material and regular TV/Radio programmes on local governance.*

A local firm (Toddy Inc) was contracted to develop awareness materials for the local council elections which was scheduled to take place on 18<sup>th</sup> January. The following voter education messages were developed;

- Importance of electing a competent councilor
- The importance of electing women councilors

**Activity 1.3.9**

*1.3.9.1 Advocacy and awareness on amendments to the Decentralization Act*

IGP/UNDP provided the technical assistance in amending the Decentralization Act. The amendments are currently being reviewed by the relevant parliamentary committee and lobby efforts will commence in 2014 to ensure key amendments are incorporated by the committee.

**Output 1.4: A professional public administration in place which is able to manage change and contribute to democratic consolidation**

**Activity 1.4.1**

*1.4.1.1 Conduct training for CSTI staff on adult learning*

Twenty seven (13 male and 14 female) trainers from the public sector were trained from 18-24 June on adult learning techniques. The participants consisted of officials from Civil Service Training Institute, Civil Service Commission, President Office, Anti-corruption Office, Local Government Authority, Ministry of Finance, National Institute of Education, Capital Market Development and Police Academy. They acquired skills on learning and teaching principles, methods for adult learning, designing guidelines and checklists for training and lesson planning. An international expert Mr. Hans Rieger was made available to CSTI for three weeks. These trainers will be utilized for in-house training in the future by CSTI and their respective line ministries. CSTI will keep the records on the number of

training delivered by the trainers based on adult learning techniques.

#### **Activity 1.4.2**

##### *1.4.2.1 Management Audit methodology finalized and piloted*

In collaboration with the Civil Service Commission and the President's Office, Management Audit methodology along with checklist, tools and various guidelines and training module was finalized. A pilot audit was conducted at the Ministry of Home Affairs looking at communication and coordination function of the Ministry. In addition, three days training of trainers was conducted in mid-August 2013. Total 34 participants (half of them female) from different Ministries and Department and President Office were trained on the concept, tools and methodology of management audit. In addition all the Permanent Secretaries of the Government were oriented on the concept and application of management audit.

This has enabled the President office and the civil service commission to build their capacity on monitoring and supporting management accountability of and improve management practices across Ministries and government agencies. At the end, a pilot audit of Ministry of Home Affairs was conducted on their coordination function. The pilot audit will be used as framework to conduct similar audit in 2014.

Services of an international expert on Management Audit Ms. Rajula Atherton was made available to work with the Civil Service Commission and the President Office for five weeks from August to early September, 2013.

#### **Activity 1.4.4**

##### *1.4.4.1 Developing a framework for institutionalizing administrative arrangement in a presidential transition*

This activity was not undertaken. Based on the request from the President Office, the activity may be considered for implementation in 2014.

**Result Area 2: Equitable access to justice increased and rule of law strengthened through support to the justice sector reform and promotion of human rights**

With support from IGP/UNDP, vital groundwork has been laid to strengthen coordination between key rule of law actors, especially in the lead up to the election. This resulted in a closely monitored voting process with minimal violence where state institutions such as the Maldives Police Service (MPS), Human Rights Commission (HRCM) and the Police Integrity Commission worked together in areas such as election security. Lawyers and legal professionals came together to work on the Legal Professions Act, resulting in positive lobbying efforts from the practitioners (it is being championed by the newly established Bar Association NGO). The draft legal professions bill was discussed in detail and the recommendations will be presented to the parliament for consideration in finalizing the Bill.

IGP/UNDP facilitated stakeholder discussion and consensus building on issues related to the judiciary through a series of multi-stakeholder justice sector dialogue forums. They resulted in rare partnerships between institutions such as the Prosecutor General's Office and the Maldives Police Service to standardize the Victim Support Mechanism. In 2013 alone Victim

Support Unit has attended to 40 cases supporting victims of various crimes.

In addition, IGP/UNDP contributed to increased coordination among the key rule of law institutions in the areas of community policing, which resulted in the first ever human rights based elections security training for the police. The training curriculum has been incorporated into standard police training and has ensured exemplary police conduct and behavior in respecting and protecting human rights during elections (reports by election observers). The election which was declared to be peaceful, free and fair by local and international observers despite the fear of possible electoral violence.

Accountability was further increased with the implementation of the Community Policing Strategy which, along with the Standard Operating Procedure for the Professional Standards Command (PSC) is a direct result of UNDP contribution. Out of 300 cases lodged, 236 have been investigated (78%) in 2013 (police data).

A coordinated effort led by UNDP in collaboration with the PIC sought ways to increase efficiency in the area of handling complaints against the police and making the police service more accountable. Qualitative feedback from the institutions confirms that the informal resolution mechanism in handling complaints against the police (introduced through UNDP support) has enabled maximization of resources between the three key complaints recipient organizations. Concrete data would be made available in 2014.

In the post-election period, the Parliament spearheaded the enactment of pending bills such as Anti-human trafficking Act, Anti-Torture Act, and the Prisons and Parole Act in December alone and Right to Information Bill. Therefore, there is a greater scope for the support provided by UNDP so far to bear fruits in 2014.

Given the fickle state of this result area, the IGP/UNDP has sought support from the joint APRC/BCPR review mission to review its support in this particular area. From January 2014, the focus will include: support to the Attorney General office in the development of a strategic plan and legislative agenda and capacity development of AG office through the deployment of long-term advisor; South-South partnership with the Attorney General Chambers, Malaysia in developing a training curriculum for judges; spearheading the justice-sector wide survey to establish baselines and systems to objective monitor progress of justice sector reform efforts. This will be the first of its kind in the country. IGP will look into the recommendations put forward by the review mission and readjust support to the outcome area along the emerging needs based on the justice sector baseline survey in 2014.

## **Output 2.1: National Dialogue and Coordination on justice sector reform strengthened and priority actions identified**

### ***Activity 2.1.1***

#### *2.1.1.1 Support forums on strengthening justice sector and documentation of discussions*

Although wider justice sector forums did not materialize, a number of issue-based forums were held for better coordination and communication and enhance accountability of justice sector institutions.

In order to begin the series of dialogue discussions, UNDP Maldives convened a multi-stakeholder meeting on 14<sup>th</sup> May 2013 to identify areas and themes for the dialogue forums to be held. The meeting was attended by all the stakeholders (Judiciary, Police, Prosecutor General Office, Human Rights Commission, Police Integrity Commission and the Attorney General Office) for result area 2 and relevant NGOs. Different topics for round table were identified as a priority. They are; i) victim support system ii) legal profession and legal aid and iii) police accountability and coordination among relevant actors iv) Justice sector baseline.

The first such forum was held on 13<sup>th</sup> June and the theme of the forum was improving and strengthening the collaboration between Maldives Police Service and Prosecutor General's Office in the area of providing support to victims of crime. The meeting was attended by the senior officials from Victim Support Unit of Maldives Police Service and Witness Assistance Unit of Prosecutor General's Office. The main challenges faced by both institutions were identified during the discussion. It was agreed that both institutions would choose a specific type of crime and will pilot collaboration as identified in the Standard Operating Procedures developed with support from UNDP. As a follow up to the first meeting, second forum was organized on July 4 where 15 senior staff from Maldives Police Service, Prosecutor General's Office, Ministry of Gender, Family and Human Rights and the Courts participated. The objective of the forum was to identify how the agreed operating procedures between Maldives Police Service and Prosecutor General Office are applied in practice, pinpoint the challenges in implementation and find possible remedies to overcoming those. The forum also discussed on the need for capacity development of the relevant actors and brings the agenda of Victim Support to a National Policy level discussion.

The second forum was on the topic of Legal Profession and Legal Aid which was held on 15<sup>th</sup> June. Some 12 participants from Prosecutor General and his staff, Private and Public Lawyers, Law Students and NGOs attended the session. The session was facilitated by Judge Johann Kriegler (Senior Governance Advisor). The discussion was focused around the need for an independent bar in order for the justice system to function properly in a constitutional democracy such as Maldives. The discussion also highlighted the need for lawyers to be service oriented and work for the best of their clients and the need for a proper mechanism on legal aid for the country. This has resulted into further discussion on the finalization of legal professions act which will be a major milestone in standardizing the legal profession for enhancing access to justice in the Maldives.

On police accountability, series of discussion were held among three agencies namely Police Integrity Commission, Maldives Police Service and Human Rights Commission of Maldives to identify the gaps, legal challenges and areas of mutual cooperation to deal with Police complaints. The idea of introducing informal mechanism of resolution of minor complaints were discussed in those meetings with draft Memorandum of Understanding (MoU) being developed for coordination among these institutions. The political climate of 2013, coupled with increasing complexities among these institutions resulted in the MoU not being endorsed. However follow-up to the draft MoU is expected to take place in 2014.

On justice sector baseline, no concrete progress was made in 2013. However, lot of preparatory ground work was done including discussion with relevant partner institutions and drafting of the TOR. The actual survey will start in the 2<sup>nd</sup> quarter of 2014.

**Output 2.2: Disadvantaged groups are better able to demand justice remedies through professionalization of legal profession, strengthened legal aid and increased Alternative Dispute Resolution Options.**

**Activity 2.2.1**

*2.2.1.1 Draft legal aid bill based on assessment and options paper*

Due to several changes in the leadership position of Attorney General and subsequent shifts in policies, it was unclear how to proceed on this activity. There was no clarity on whether legal aid should be established as a separate scheme or through the legal profession Act. No concrete progress was made in 2013. However, at the time of writing this report, the AG Office has come up with a draft strategic plan and legislative agenda for the country which includes legal aid to vulnerable groups.

**Activity 2.2.2**

*2.2.2.1. Establish ADR scheme (collaborate with Result 3 - mediation activities)*

As the Supreme Court and the Department of Judicial Administration could not reach agreement on the way forward in initiating ADR, no concrete progress could be made in 2013.

**Activity 2.2.3**

*2.2.3.1 Conduct public awareness raising activities on human rights and Constitution*

As part of raising awareness and outreach in collaboration with the Human Rights Advisor to the UNCountry Team, a field visit was conducted to Laamu Atoll Fonadhoo on 19<sup>th</sup> May 2013. During the field visit, meetings were held with members of the Atoll Council, Women's Development Committee, Fonadhoo Island Council, magistrates, civil society representatives, and the duty-officer of the Fonadhoo Police Station. All people met were provided with information on the UN human rights mechanism and various instruments. They were also informed about how to access such information from various websites.

In addition, a human rights session for Judges titled "Human Rights and the Role of Judges" was conducted on the 8<sup>th</sup> of June 2013 at the Department of Judicial Administration training hall. A total of 18 Judges from superior court in Male and magistrate court in islands including one female judge attended the session. Through this session, they were able to gain knowledge and understanding on various international human rights instruments and their application. The session was conducted by UN Human Rights Advisor with support of UNDP Project Coordinator.

*2.2.3.2 Support to increasing community access to legal guidance*

Meetings were held with island based NGO from Naifaru to identify possible partnerships to pilot a program on providing legal assistance to the local community. An activity has been planned for 2014 that will support initiatives of this nature.

**Activity 2.2.5**

*2.2.5.1 Seminar series on Legal Profession Act and lobbying for enactment*

As no progress were made by the AG Office in convening such consultations as discussed by mid-2013, IGP/UNDP in partnership with Bar Association (an NGO) held the first discussion session on the Legal Profession Act on 6<sup>th</sup> of July 2013. The meeting was attended by 15 senior private lawyers, public lawyers and prosecutors. The full draft of the bill was discussed. Main areas highlighted includes the requirement of a law firm, the criteria of the president of the bar council, legal aid by lawyers and the pupillage for new lawyers. UNDP Maldives sought assistance of the regional centre in reviewing the Legal Professions Act. Further discussions are scheduled for 2014, with a draft of Legal Professions Act expected to be presented to the parliament in 2014.

### **Output 2.3: Enhanced capacity of the judiciary and Judicial Service Commission (JSC) to fulfil their roles and responsibilities**

#### **Activity 2.3.1**

*2.3.1.1 Develop a competency framework for continuous education for judiciary and lawyers*

*2.3.1.2 Develop JTC Curriculum for continuous education*

*2.3.1.3 Develop modules for JTC*

*2.3.1.4 Training series for judiciary and justice personnel (training topics to be confirmed)*

Based on the request from Supreme Court of Maldives, preparatory ground work in partnering with a regional training institution for judicial training was completed. As a result, under the existing South-South cooperation modality of UNDP, the technical assistance will be made available through UNDP country office in Malaysia by engaging International Centre for Law and Legal Studies (I-CELLS) under the Attorney General Chambers of Malaysia. The actual work will start in the first quarter of 2014. Finalization of the training curriculum and training of trainers will set the foundation for enhancing judicial competency in the Maldives which is a prerequisite for long lasting judicial reform.

#### **Activity 2.3.2**

*2.3.2.1 Conduct a research on the Justice Sector to establish baselines*

No activity was undertaken in 2013

*2.3.2.2 Support strengthening of JSC's public complaints mechanisms to develop a long term strategic plan for the JSC*

No activity was undertaken in 2013.

#### **Activity 2.3.3**

*2.3.3.1 Review code of Judicial Ethics and discussion with stakeholders*

The political climate in 2013 made it difficult for IGP/UNDP to engage stakeholders within JSC to conduct any planned activities. UNDP approached JSC in formal as well as informal ways to take these activities forward; however, no progress was made.

## **Output 2.4: Attorney General's Office, Prosecutor General's Office and Police strengthened to implement justice sector reform and law enforcement**

### **Activity 2.4.1**

#### *2.4.1.1 Conduct a case flow analysis of the justice*

Although an international institution was identified to conduct the case flow analysis, due to unfortunate political climate surrounding the Judiciary as a result of contested presidential election this activity was dropped.

### **Activity 2.4.1**

#### *2.4.1.2 Support the convening of meetings between the IT staffs of Justice Sector Institutions*

Following the mapping exercise in 2012, a working group of IT professionals from all justice sectors was established. However, no significant results was achieved as the participants of the meetings indicated that they could not move forward on any initiative without buy in from the top level officials from relevant institutions. It is hoped that the proposed base line survey in the justice sector will open the opportunity for renewed collaboration.

### **Activity 2.4.3**

#### *2.4.3.1 Conduct training on identified legislations*

Support to Prosecutor General's office in conducting training and awareness on international best practices and standard relating to criminal procedure code and evidence law has been initiated. A high level international expert was deployed at the end of September.

With support from international expert, the PGO was able to identify the gaps in prosecution, identify training needs and conduct training for prosecutors on prosecutorial ethics.

### **Activity 2.4.4**

#### *2.4.4.2 Provide training support for Police and PGOs VSU*

. An international expert to conduct training for Police and Prosecutor General on Victim Support was expected to be deployed in the fourth quarter but had to be postponed due to leadership vacuum in the PGO and uncertain political climate. The activity will be conducted in 2014.

### **Activity 2.4.5**

#### *2.4.5.1 Develop SOPs for Police Professional Directorate, conduct training on SOPs and Operational Guidelines*

To address the issues of allegations of police misconduct, the Police Professional Standards Directorate was established by the police to deal with complaints of misconduct internally. The unit however is quite young and is in need of support to develop mechanisms, internal procedures and guidelines. This activity was part of a broader intervention to support the efforts to strengthen police accountability, and as part of this support the Police internal investigations system has been reviewed and recommendations shared with the Police Commissioner. The Standard Operating Procedures (SOPs) for the Professional Standards Command was finalized and key senior police officers have been trained in internal

investigations.

This activity will contribute to enhance accountability, transparency and internal efficiency of police services which is important in improving public perception of police. The expert also presented a paper on Discipline in the Maldives Police Service on 14 March 2013 referring to some police behaviors in the past. It was attended by 500 Police Officers and was an eye opening for the Maldives Police Service. A key aspect of Mr. Viner's expert advice has been providing policy advisory support to the Police Commissioner and the PSD – the Police Commissioner has expressed appreciation of such support and indicated that follow up support is needed.

In addition, , IGP/UNDP organized a forum on 18<sup>th</sup> March attended by 15 senior officials from Maldives Police Service, the Police Integrity Commission and the HRCM to introduce an informal resolution mechanism in handling complaints against the police which is a major step towards facilitating coordination and maximization of resources between the three key complaints recipient organizations. Introducing informal resolution would enable minor complaints to be handled at the police duty station on site and allow the oversight bodies to focus resources and attention on the major complaints including criminal activity.

They were able to identify the gaps, legal challenges and areas of mutual cooperation to deal with Police complaints. The idea of concluding a memorandum of understating between these three agencies was floated and very much appreciated by the participating agencies. Some legal bottlenecks need to remove through appropriate regulations in the short term, and in the long-term through legal reforms such as Police Integrity Act. The roundtable was facilitated by Mr. Peter Viner, former assistant chief constable of the UK, who has been recruited to work with the Police Professional Standards Command (PSC) from 27<sup>th</sup> February to 22<sup>nd</sup> March 2013 to improve the complaints handling mechanism. This is a follow up to groundwork laid in 2012 and is the second phase of UNDP support to the PSC.

#### **Activity 2.4.6**

*2.4.6.1 Provide technical and capacity building assistance on strengthening elections security through community policing and training of front line police officers in human rights, election security and gender sensitivity*

A training programme on Human Rights and Elections Security for frontline police officers was developed in close consultation with the Maldives Police Service (MPS). Total 11 police officials (2 female and 9 male) participated in a week long Training of Trainers course with the guidance of an international expert Mr. ArieBloed, who was made available to the MPS for the period 16<sup>th</sup> March to 30<sup>th</sup> March. The training curriculum has been incorporated into front line police service training and has contributed greatly in improving police conduct and behavior in respecting, promoting and protecting human rights during Presidential election.

As a follow up, Training of trainers for 40 police officers on Election Security was held from 18<sup>th</sup> to 20<sup>th</sup> August targeting the Presidential election where those 11 Trainers were deployed.

Similarly, 3500 Pamphlets outlining police conduct during elections were developed which includes physical distance police has to maintain from the ballot box, attitude of police and issues that police should be aware/cautious while providing security during elections based on the curriculum and the training materials developed by Election security expert in early



2013.

**Activity 2.4.7**

*2.4.7.1 Implement recommendations for community policing and crime prevention programmes*

The need to develop technical and capacity building assistance to improve community engagement by the police is one area which Maldives Police Service has requested for support. To address this, an assessment was done to identify current mechanisms and gaps in 2012.

As a follow up to the rapid assessment of crime prevention programmes in the Maldives conducted in 2012, crime prevention strategy was drafted to support Maldives Police service in developing their capacity on community engagement. Also, a training manual on community policing was developed and a four days training of trainers began for 14 senior police officers on 17<sup>th</sup> March 2013. The Master trainers are expected to train their fellow officers on the skills they receive. The training is seen as step towards building bridges between the police and the community. To support MPS, expert services of Mr. Neale Fursdon were made available from 6<sup>th</sup> March to 27<sup>th</sup> March 2013.

**Activity 2.4.8**

*2.4.8.1 Review of Legal Framework & Developing guidelines & SOPs*

This activity was planned as a followup to the finalization of the draft MoU (2.1.1 & 2.4.5) on coordination between the Police Integrity Commission (PIC), The Maldives Police Service and Human Rights Commission. However since the MoU was not endorsed by all institutions this activity could not take place

**Activity 2.4.9**

*2.4.9.1 Support in updating PGO Case Management System*

*2.4.9.2 Review existing criminal records system and provide recommendation*

Due to the evolving political climate and changing nature of institutions there were increasing challenges of cooperation between different justice sector institutions. Both these activities required collaborations and dialogue among different institution and as such was not implemented.

**Output 2.5: Improved investigative and analytical capacities of human rights actors including HRCM and CSOs to monitor and advocate human rights and promote legal awareness justice sector reform and law enforcement**

**Activity 2.5.1**

*2.5.1.1 Conduct Training to raise legal awareness of CSOs, Civil Society Actors and State institutions*

Over 100 people from LaamuFonadhoo and Gan benefitted through enhanced understanding on various human rights issues, possible remedies and the clarity on the role of human rights commission in respecting, promoting and protecting their rights through their participation in

the Human Rights Clinic from 12<sup>th</sup>-16<sup>th</sup> May. The Human Rights Clinic included a 2 day workshop for Councillors, A Women's Forum, A Child Rights Session, a session on Youth as Human Rights Defenders, A Human Rights Session for Parents and Teachers and a Human Rights Session for NGOs. The event was organized by Human Rights Commission of Maldives (HRCM) with support from UNDP/IGP.

As part of improving state actors understanding on international human rights law and principles, 17 (14 female and 3 male) staff from Ministry of Gender, Human Rights and Family benefited from a training session on reporting to international treaty bodies on state obligation.

In addition, , IGP/UNDP facilitated an awareness workshop for Human Rights Commission on Police Act and Police regulations that empowers and regulate police on crowd control. The awareness workshop involved the police presentations of use of force and firearms and the guidelines on how police deals with certain types of situations. Demonstrations were given on the procedures set by police on use of handcuffs, batons, tazers, and other equipment used in crowd control. The purpose of the workshop was to aware HRCM staff to be engaged in monitoring election and protest rallies and have a better understanding on the laws that governs police conduct. A total of 46 participants took part in the workshop which was quite interactive. Senior officials from Maldives Police Service, special operation unit made a presentation followed by a discussion.

Further UNDP provided technical and financial support to conduct a training workshop on Human Rights in partnership with the HRCM. 18 participants (10 Males, 8 Females) attended the workshop that included sessions on the basic fundamentals of human rights, international law, advocacy, and the role of NGO and human rights defenders. Pre and post workshop tests done showed that participant's awareness and knowledge on issues that were covered increased from 59% to 93%.

### ***Activity 2.5.2***

#### *2.5.2.1 Develop methods to initiate Court Monitoring Mechanism*

#### *2.5.2.2 Develop Awareness on court monitoring of Human Rights*

In order to facilitate the transparency, efficiency and accessibility of the justice system, 23 Human Rights Commission Staff (4 males and female 19) acquired skill on application of human rights based approach in the court system in end August. Four thematic areas identified for monitoring were juvenile justice, gender based violence and domestic violence, persons with disabilities and migrant workers. In addition, 15 staff from the Attorney General Office, Prosecutor General's Office, Maldives Police Service, Ministry of Gender Family and Human Rights, The Family Protection Authority, Disability Council and Commissioners and Staff from the Human Rights Commission as well as NGOs including the Bar Association benefitted from the roundtable working session on application of human rights in court monitoring on 27 August.

A manual with references to international standards and guidelines has been developed for court monitors. Furthermore a recommendation paper for stakeholders has also been drafted. An international expert on court monitoring Professor Jeremy Sarkin was deployed for four weeks in August to work with HRCM. However, some discussion and understanding between Human Rights Commission and the Court system is still required to formalize this process.

### **Activity 2.5.3**

#### **2.5.3.1 Develop training materials on budget monitoring and budget analysis by HRCM**

20 staff from HRCM were trained on budget monitoring and budget analysis from human rights perspective and relevant training module and materials has been developed by the HRCM, with support from an international expert. This is the first training of this kind and was aimed to improve HRCM's capacity to monitor, analyze and advocate for a more human rights based national budget. This has enhanced the capacity of HRCM in analyzing the national budget, monitoring of the country's compliance of human rights obligations and in making appropriate recommendations to the Government. An international expert Mr. Jeremy Sarkins with long experience on Human Rights Budget Analysis was made available from in March for two weeks to work with the HRCM.

As a follow up to budget monitoring exercise, a local consultant with the background on health economics was recruited to support HRCM in conducting the budget analysis focusing on the health sector. This has enhanced HRCM capacity in analyzing sector specific budget which will act as an advocacy tool.

**Result Area 3: Enabling environment created and strengthened for enhanced social cohesion through inclusive and participatory decision making and development**

IGP/UNDP promoted series of dialogue to enable institutions, communities and individuals to peacefully manage tensions prior to and during the Presidential election. Facilitators were trained in conflict resolution skills, and 11 dialogue forums held in three islands and Male' which contributed to first time discussions on common concerns between hostile groups in two island communities. There is evidence to show that dialogue between communities that have history of conflict have improved in two communities (interview with communities).

Stakeholder and community level discussion and consensus building on national issues was increased through continuation of the community dialogue series initiated in the 2<sup>nd</sup> quarter. In order to address the difficult political environment and deep polarization, community based social cohesion activities were continued through the use of community based theatre (CBT), training on conflict-sensitivity and mediation and community dialogue initiatives in selected geographical regions (Laamu, Fares Maathoda and Male). Such activities have been instrumental in bringing different groups (youth, women, locally elected leaders) together in search for solutions. The focus was around creating conducive environment for a peaceful election, improved accountability of local councils and interface between constituents and elected officials, and voicing the concerns of women and youth through these platforms.

In addition to community dialogues, thematic dialogues focusing on specific target groups, such as youth and media facilitated to reduce tensions and to promote messages to promote peace during and post elections. Youth dialogues focusing on key concerns for youth were conducted pre and post elections. UNDP and MJA partnered to conduct a media dialogue following the first round of elections, where key challenges for the media and how media's role could be strengthened was discussed.

Progress was made on laying the groundwork for strengthening the use of media in

promoting democracy including both social media and traditional media. The social media strategy for UNDP has been drafted which will be used to capitalize on emerging opportunities and realize the full potential of social media in communicating and reaching the young population. In addition, an international media training expert conducted a training needs assessment of the media sector, to address the need for ethical journalism to promote ethical reporting. Based on the needs assessment, the consultant provided on-site training to key media personnel and emerging journalists to build their professional capacity in conflict sensitive and ethical reporting during all phases of elections.

Despite the growth of the media sector within the past 5 years, the role of the media for engaging in evidence based, constructive dialogue and critique had been lacking. In view of this reality, a journalism boot camp was designed from 26-28 December, 2013 to serve as a platform where journalists could focus their attention on individual assignments through investigative journalism on key social issues. The training, therefore, was designed to include both knowledge sessions and story clinics combined with field visits where experts were invited to speak of pressing social issues (that one expects journalists to report about) that were followed up with sessions on journalism and discussions on how the issues flagged by the experts could be converted into in-depth feature stories.

As part of longer term support to NGO capacity development, training needs assessment for the NGO sector was conducted and a comprehensive capacity development strategy with an action plan was finalized. Based on the capacity development action plan, series of training, workshops, coaching/mentoring and networking had been initiated. The first such training workshop on leadership development was held at the end of October participated by 24 professionals (11 female and 13 male) from 15 NGOs.

The details of activities are listed below;

### **Output 3.1: National and local capacities developed for peaceful management of inter-group and other tensions.**

#### ***Activity 3.1.3***

*3.1.3.1 Pilot one to two community dialogues/ citizens' dialogues with councils, WDCs with civil society, HRDs and youth.*

This activity has been combined with Activity 3.1.4., and progress had been reported under this activity.

#### ***Activity 3.1.4***

*3.1.4.1 Build capacity of groups, including Human Rights Defenders and community leaders in conflict resolution and dialogue facilitation through technical assistance and training.*

A youth dialogue series titled 'Elections Fever' was piloted in July, to create a space for youth to express themselves in light of the divisions and conflict arising due to the upcoming elections. A five day workshop on Community based Theatre (CBT) guided by trained CBT facilitators was conducted during first week of July, through which a play was developed that reflected youth and young peoples' concerns as they approach the presidential elections. The play looked into different types of conflict that is experienced at the family, peer and

community level by youth in the lead up to the September elections and divisive party politics. Twenty young people between the ages 18-23 participated in the workshop and play.

Following the training, four youth dialogue sessions were conducted in 3 different locations of Male' and one in Hulhumale'. The youth dialogues were conducted in partnership with the local NGO DhiYouth Movement. Each session consisted of performing the play, after which audiences were invited to share and act how characters in the play could bring positive changes to the issues depicted. This was followed by a discussion session with a resource person on 'Youth and voting'. Discussions and the Q&A sessions focused on the importance of youth engagement in democratic and electoral process, their participation in policy discussions and building trust and tolerance for developing a strong nation. The role of youth as voters to elect responsible members to the parliament and local councils was also discussed. The discussions, which were very much interactive and were focused on youth, also provided an alternate view to the increasing cynical viewpoints towards political activities and elected leaders of the country.

A similar format was used following the Presidential elections, focusing on promoting peaceful means of resolving conflict and two dialogue sessions were held in two locations of Male using CBT methodology.

More than 250 youth attended the two dialogue series (roughly equal number of males and females), and many participated in the discussions that followed the play.

In addition, conflict resolution and dialogue facilitation training was held, aimed at community level leaders (representatives from island council, women's development committee and civil society actors) from five target islands, as well as key personnel from Local Government Authority. Following the training, conflict analysis workshops and community dialogues were piloted in two locations (namely LaamuFonadhoo and GaafuDhaalu Fares Maathoda). However, it was found that more time needs to be invested for a thorough conflict analysis of the communities before organizing such dialogue.

Taking into account from the above experience, it was decided to build a pool of resource persons to conduct community level dialogue session. A five day training of trainers on conflict analysis and community dialogue was conducted for the applicants in end September, which also included simulation, exercises and a written assessment. Following the training, five (3 male and 2 female) local resource persons were selected for future community level activities and were issued contracts.

By end of December, situation analyses had been conducted in three locations (LaamuFonadhoo and Maabaidhoo and GaafuDhaalu Fares Maathoda), and one community dialogue was conducted in each location.

### **Activity 3.1.6**

#### *3.1.6.1 Conduct awareness activities on RTI including workshops, radio shows and campaigns*

This activity is being conducted in partnership with Transparency Maldives.

Two Training of Trainers workshops on RTI were conducted, to train a pool of resource persons for conducting awareness sessions at the community and state level. The first training was conducted in July, 2013 by an expert from Commonwealth Human Rights Initiative. 17

facilitators were trained (11 male and 6 female) in this round. The second training was conducted in November 2013. Twenty four individuals were trained in this round.

Community level awareness workshops were conducted by the trained ToTsin five target atolls (Laamu, Baa, GaafuDhaalu, Addu and Fuahmulah). The workshops targeted community based organizations and women development committees of the target Atolls.

By the end of December, an awareness and advocacy campaign on RTI had been launched in five locations. A campaign concept had been developed, and campaign materials including posters, documentaries, video clips, web banners and an RTI song are being developed.

Six radio shows had been broadcasted in collaboration with the national radio channel, featuring prominent local experts such as Anti-Corruption Commission members and civil Society experts. The radio programme covered topics on the importance of RTI for a democracy, role of RTI for good governance and RTI as a tool for addressing corruption. The radio shows had also been uploaded and shared through social media as podcasts.

#### *3.1.6.2 Formulate and publish a manual on RTI*

The RTI manual will be finalized in early 2014 once the RTI bill will be passed. This will be used for raising awareness once the bill is enacted.

#### *3.1.6.3 Increase avenues to access information through establishing an ICT system and training RTI volunteers*

Although the procurement process was initiated in the second quarters, the process had to go through a second round of advertisement which significantly delayed the whole process. The consultancy firm was selected and most of work was completed by end December. The system will be operational in early 2014.

### **Output 3.2: Enhanced capacities and mechanisms for civil society, women and youth to participate in public life, promote human rights and contribute to social cohesion.**

#### ***Activity 3.2.1***

##### *3.2.1.1 Conduct mapping of civil society lead groups and current initiatives aimed at empowerment of civil society, women and youth*

The final draft of the report was received in June. However, the report had not yet been finalized due to UNDP's concerns of its current quality in terms of data captured and the analysis of the report. Detailed comments and recommendations on improving the report further had been provided to the consultant. The revised report is being finalized.

#### ***Activity 3.2.2***

##### *3.2.2.1 Develop web based training materials and deliver training for groups working with youth and women*

The social media strategy for UNDP has been finalized which will be used to capitalize on emerging opportunities and realize the full potential of social media in communicating and reaching the young population. This will guide on how social media in the Maldives will be

utilized to promote key messages around human rights, peaceful elections, women and youth empowerment and build social harmony.

A local consultancy firm had been recruited to develop web-based training materials for groups working with youth and women. The materials are expected to be finalized in the first quarter of 2014.

### **Activity 3.2.3**

#### *3.2.3.1 Support the institutionalization of the CSO portal*

The portal design was completed and approved by the Ministry of Home Affairs, and all the arrangements for the launching had been made ready. This will facilitate information sharing between NGOs and government and among the general public. This will also facilitate donors to have access to information on NGOs work which will be helpful for informed decision making with regard to funding.

### **Activity 3.2.6**

#### *3.2.6.1 Conduct small grants programme for CSOs*

As part of longer term support to NGO capacity development, training needs assessment for the NGO sector was conducted and a comprehensive capacity development strategy with an action plan was developed. Based on the capacity development action plan, series of training, workshops, coaching/mentoring and networking are planned for the remaining period of 2013 and 2014 with support from an internal NGO management expert. The programme launch and the first training workshop on Leadership Development were held at the end of October, with 24 participants (13 men and 11 women) from 15 NGOs. The four day training covered leadership skills, developing mission and vision, strategic planning and volunteer management. Following the workshop, follow-up support was requested by two NGOs, for developing strategic plans. In addition, a networking meeting was conducted in one of the target locations, LaamuFonadhoo, participated by 8 NGOs. Three activities for initiating better partnerships between NGOs were identified. Preparations for the second workshop tentatively planned for February 2014 was completed. The topic for the second workshop will be project formulation and resource mobilization.

Small grants had been awarded to six NGOs for conducting 8 to 10 month projects on the areas of women's empowerment, youth development, local governance and voter education. Twenty seven NGOs applied for grants, of which 8 were long listed by the evaluation committee consisting of the UNDP Grants Committee members. Out of which, 5 were selected for grants following a review by the Grants Selection Board consisting of members of the technical Committee, UNFPA and UNDP representatives. Grants were given in the areas of women empowerment, youth development, local governance and voter education.

### **Activity 3.2.7**

#### *3.2.7.1 Develop training materials, and conduct trainings for women targeting parliamentary and local council elections through workshops, media and online resources*

Fifty four potential women leaders were trained in partnership with democracy house. They acquired knowledge on electoral process, constitution, role of local councils, importance of

women's' participation in politics, and the Islamic perspective on women's' participation in politics. In addition, skills on public speaking, leadership and campaigning were imparted through the training. Following the training, 22 women contested in the elections, and 7 were elected. The majority of the women stated their strong desire to contest in the next round of local council elections.

### **Activity 3.2.8**

#### *3.2.8.1 Develop and present a women's manifesto through a consultative process*

UNDP Maldives in collaboration with UN Women initiated the development of a Women's Vision document that includes the issues, priorities and aspirations for the country of women from all walks of life, across the Maldives.

A total of four consultation meetings were held, which included women from all walks of life living in Male', and representatives from Women's Development Committees of 33 selected islands. These consultation meetings led to identification and prioritization of key issues facing the country and aspirations of over 100 women, and these were compiled into a survey format. Additional e surveys forms were distributed to women leaders to collect the views from women in selected islands. This information will be used in finalizing the Women's Vision Document for Maldives

The document will be used to gauge and lobby for the inclusion of women's priorities in formulating national policy and programmes, and would also contribute towards the formulation of the post MDG development framework. The final document would be launched in 2014 at an event targeting national leaders and policy makers.

### **Activity 3.2.9**

#### *3.2.9.1 Conduct training of facilitators on community based theatre (CBT), and conduct workshops on CBT.*

Twelve Community based theatre (CBT) facilitators were trained from 11 to 16 May, in the final training of the series. IGP/UNDP's focus will be on supporting the CBT trainers and their affiliated CSOs to utilize the methodology in promoting dialogue on youth concerns and national priorities.

Following the training, three days CBT workshops was conducted in LaamuFonadhoo and GaafuDhaalu Fares Maathoda. The Laamu workshop was held from 28 to 30 May and was participated by 16 youth (15 female and 1 male) between the ages 17 to 23. A play was developed at the end of the workshop that looked at the youth concerns with regards to governance issues in the island.

The Fares Maathoda workshop was held from 2 to 4 June, and 28 women participated in the workshop. The play was focused on issues related to challenges for women's participation in the public sphere from a local context. In both islands, the play was performed to the public, and the audiences' were invited to come up with the solutions on the issues portrayed in the play. The workshops provided opportunity for the ten trained facilitators in implementing a CBT workshop in practice. Additionally, CBT had been introduced as a tool for engaging vulnerable groups to express their issues and concerns, and for seeking solutions together.

In both Laamu and Fares Maathoda, some challenges were experienced, in terms of maintaining confidentiality of the discussions and depiction of sensitive messages that needed



further sensitization of the community before they could be frankly discussed (e.g. gender based violence). Based on these challenges, IGP/UNDP had decided to monitor more closely the sensitivity of the messages developed through the plays to ensure they will not cause further tension or conflict in the community. In addition, a short discussion on maintaining confidentiality and respecting difference of opinions will be added for all future dialogue sessions.

Community based theatre (lead by trained facilitators) was utilized in facilitating youth dialogue on elections (reported under Activity 3.1.4).

### **Activity 3.2.10**

#### *3.2.10.1 Support youth leadership programme*

Forty youth leaders (half of them female) from 17 atolls were trained through an intensive three weeks programme from 25<sup>th</sup> November to 15<sup>th</sup> December, 2013. The programme consisted of class room sessions and lectures by eminent experts and exposure to a number of important state institutions including People's Majlis. They acquired different sets of skill on self-awareness, team building and communication and practical knowledge about human rights, democracy, environment and climate change issues facing the country. In addition, they were given opportunities to understand and discuss on a number of social, economic, political and development challenges facing the country. During the training, half day session was organized at the UN house where they acquired information and interacted with UN staff and learn about the work of various UN agencies in the Maldives.

The participants at the closing ceremony expressed how they benefitted from this training in widening their vision and realizing their own potential in transforming themselves as an individual and young leaders in their societies. One of the greatest achievements was to respect different opinion and diverse views and understanding the feelings of others side, said one of the participant.

#### *3.2.10.2 Conduct evaluation of Youth Leadership Programme*

The evaluation of YLP was done in the last quarter. A number of important findings and recommendation such as follow up support and networking of alumni have been made which will be used as a guiding principle for future leadership development programme.

### **Activity 3.2.11**

#### *3.2.11.2 Support school debating groups to engage youth discussions on issues*

#### *3.2.11.3 Support a nation-wide photo voice activity*

Both the activities have been postponed to 2014, and will be conducted in line with the findings of the evaluation of the YLP, to mobilize the YLP alumni.

## **Output 3.3 Enhanced capacity of the media to contribute to democratic discourse**

### **Activity 3.3.1**

#### *3.3.1.1 Conduct information meetings for journalists on Code of Conduct*

Six Public Service Announcements (three audio and three video PSA) on Broadcast Code of Practice, guidelines on protecting rights of women and children and guidelines on broadcasting content on natural disasters and tragic events were produced by the Maldives Broadcasting Commission. However, some minor changes were recommended by UNDP Publications Board. The PSAs will be finalized and aired following these changes.

### ***Activity 3.3.1 and Activity 3.3.2***

*3.3.1.1 Conduct information meeting for journalist on code of conduct*

*3.3.1.2 Media training on 'do no harm' on reporting on conflict sensitive topics and situations*

*3.3.2.1 Support series of discussion on important topics relating to role of media in democracy*

To address the polarization of media sector heightened since June 2013 before the presidential elections, UNDP supported on the job training and coaching to over 77 participants (47 male, 30 were female). Participants included journalists from 3 TV stations, two on-line news sites, and students from Department of Journalism from Maldives National University. Topics covered included Basic News Writing, Television News Production and Writing, Ethical Reporting, Investigative Journalism and Feature Writing. The end evaluation demonstrated that knowledge and skills among the journalists were enhanced significantly on ethical and balanced reporting. The expert also held meetings/discussions with Maldives Media Council and Maldives Broadcasting Commission on monitoring media during election. As a result Maldives Broadcasting Commission was able to set up a simple system of media monitoring during the presidential elections. All of these activities have contributed towards enhancing professionalism and improving journalism in the Maldives.

In addition, following the first round of the presidential elections, UNDP partnered with Maldives Journalist Association to conduct a dialogue between media organizations on the role of media during elections. Ten individuals from seven media organizations and Maldives Broadcasting Commission took part in the discussion session, which looked at the experiences of different media organizations during first round of elections, the challenges faced and how media's role could be strengthened for the second round and/or subsequent elections. The main points that came out of the meeting were;

- the need for verification of information by media and strengthening reliable information sources to media
- strengthening media accountability by regulatory bodies
- Strengthening information dissemination by EC, particularly on voting day, especially outside Male' and suggestion to set up a media unit, media focal points placed outside Male', strengthening EC website, and providing access to information online to media during vote counting.

Although it is difficult to gauge impact of these interventions in a short period of time, some anecdotal evidence indicated that the coverage of some of the media houses was found wider and the journalists and senior managers of TV stations were found much more open and receptive following the training. As a result reporting of elections result in the second round was quicker and covered all the candidates and parties as opposed to the candidate of their own choice.

Following the Presidential elections, the role of media for engaging in evidence based, constructive dialogue and critique, and promoting peaceful means of resolving conflict and difference of viewpoints became a key factor. As there was little debate on development and social issues facing the country in the last one and half years, many important development agendas and reforms were totally sidelined. In such situation, it was important to bring important social issues/agenda facing the country in media for generating public discourse. This was equally relevant to diffuse heightened political tension and bring conversion on issues of common concern in spite of political differences.

To address this need a journalism boot camp was conducted from 26-28 December, 2013 to serve as a platform where journalists could focus their attention on individual assignments through investigative journalism on key social issues. The training, therefore, was designed to include both knowledge sessions and story clinics combined with field visits where experts were invited to speak of pressing social issues (that one expects journalists to report about) that were followed up with sessions on journalism and discussions on how the issues flagged by the experts could be converted into in-depth feature stories.

The training included a visit to KaafuMaafushi Island where the trainees could meet local officials and ordinary people and interview them for stories they were planning to write about. It was also an opportunity for them to test the knowledge obtained in the training and refine/refocus their story ideas. The field visit was followed up with a debriefing session where the participants discussed and agreed on a timeline for completing the drafts for their stories.

An evaluation of the training suggested that the trainees have benefited immensely from the intervention. Their satisfaction on how the training was carried out and the contents ranged from 92-100%, and the confidence level on their ability to produce stories independently was over 85%. All 18 trainees (10 Male and 8 Female) rated 100% satisfaction on how well the sessions were organized and also on the relevance of information that was provided by the experts. Some have also said they would need additional support for working on their stories of choice (these would most likely be trainees who have just joined the profession). An international expert (Mr. BinodBhattarai) from the region was deployed three times (July, August and November) to organize series of in-house trainings and follow up events before and after the Presidential election

## **CHALLENGES**

The evolving situation on the ground, change in leadership of some institutions and complex political environment due to contested Presidential elections posed some challenges to the implementation of the planned activities specially during the period July to November. The key challenges were;

- Slow progress on capacity development initiatives particularly related to Judicial reform and parliamentary development due to complex political environment
- Unavailability of some community members in community dialogue specially during Ramadan resulted into postponement of some of the planned dialogue initiatives
- Some of the international experts could not be deployed during August due to extremely short working hours during Ramadan in national counterparts and in the

period September through November due to contested Presidential election for security reasons

- Difficulties in partnering with high profile and sensitive institutions and engage them in a complex political environment surrounding contested Presidential election
- Bringing journalist in one table prior to the election for training and capacity development activities and limited application of acquired knowledge and skill by the young journalists, especially from TV stations, who are often guided by their senior management's vision and have little flexibility in terms of independent views.
- Change in leadership in key partner institution namely Attorney General Office in early part of 2013 and Prosecutor General Office in later part of the year caused some delay to start the project related activities.
- Unavailability of counterparts mainly Members of Parliament for the works on Majlis while the international expert was in the country.
- Slow progress on judicial service commission related activities due to complex political environment
- Some unforeseen delay in transfer of funds, limited flexibility and utilization of funds with tight deadlines created pressure for timely completion of the planned activities

## **LESSONS LEARNED**

- Need to come to mutual understanding with implementing partners on the serious implications of slow project implementation/ non adherence to commitments and improve understanding of joint responsibility and accountability
- Need to establish more regular and efficient communication mechanisms between the Donors and UNDP to keep track of progress, anticipate challenges and to ensure better ways to tackle bottlenecks
- Having identified the possible risks and mitigation measures, it will be very useful to develop an alternate plan should the need for reprogramming arises.
- Need to further sensitize community members before planning the community level activities in order to create common understanding on the process and outcome
- Seek firm commitment from partners before the international experts arrives in the country
- Strengthen partnerships with relevant regional institutions rather than hiring individual consultants to ensure long term sustainability and use long term agreements for availing international experts
- Maintaining confidentiality in dialogue session for the facilitators and participants is a must

## **ACTION TAKEN TO ADDRESS CHALLENGES/LESSONS LEARNED**

- Continued engagement with stakeholders to maintain good relationship with the key institutions and leaders, facilitate decision-making and to routinely ensure affirmation of commitment from the relevant institutions at the highest level before planning activities

- Continue to closely liaise with the stakeholders to monitor the situation and assess progress.
- Using same expert through longer term arrangement was found much more beneficial than having different experts/resource persons as it requires lot of time in building trust and relationships in a highly contested political environment such as Maldives
- An option for reprogramming and extension of funds is being sought in close consultations with the donors and implementing partners. The internal review mentioned above has informed these changes to the work plan.
- To overcome the challenges of organizing training for journalist in a group, separate training/coaching session were held with individual TV stations and media houses. For applying acquired skill in day to day work, their senior managers were engaged and convinced on the value and benefit of independent, balanced and ethical reporting.
- UNDP is already exploring the possibility to establish partnerships with regional institutions in the justice sector. If this model succeeds, other relevant institutions will be identified for fostering south-south partnerships
- IGP has already incorporated the idea of maintaining confidentiality in dialogue session for the facilitators and participants
- A number of meetings, discussion as well as e-mail exchanges were held with the implementing partners as well as funding donors to expedite implementation of project activities and explore the options for reprogramming
- Where UNDP has been identified as lead agency, new strategies have been developed in order to expedite implementation such as directly implementing awareness programmes and capacity building programmes with civil society
- IGP's monitoring and donor relations was strengthened, through establishing regular contact with donors (monthly updates and Skype calls) and adhering to reporting obligations as per the cost sharing agreement.
- In view of fast changing contexts and challenges, an internal review of the IGP, particularly Result Area 2 was held in December with support from APRC and BCPR/UNDP, which was highly useful in reassuring the programmatic relevance and timing of interventions. The review of other two areas (Result Areas 1 and 3) of IGP is planned for January 2014. This will allow us to reduce the number of activities and focus on key priority.. At the same time the geographical focus approach of IGP has made it possible to focus IGP work in selected Atolls and find synergy with other programmes of UNDP including environment and climate change initiatives.