

Reporting Agency: UNDP
Country: MALDIVES

ANNUAL PROGRESS REPORT

Project Title: Integrated Governance Programme
Reporting period: August– December, Quarter 4, 2012

I. PURPOSE

As a response to the political crisis and consolidation of democracy, UNDP Maldives in consultation with the Government initiated a three year Integrated Governance Programme (IGP) in August 2012. The programme was jointly developed with national partners (Government, Civil Society and key democratic, human rights and justice sector institutions in the country). It aims at strengthening the state institutions and empowering Civil Society, Media and local people for deepening democracy. The programme seeks to achieve three coordinated programme results area comprising institutional capacity strengthening, increased access to justice, rule of law and human rights and enhanced social cohesion.

This report captures the progress from August 2012 – December 2012 and the challenges faced by the programme in the implementation of planned activities.

This 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

Incidentally, it was found that the planned activities were very much in line with and relevant to the recommendations made on the institutional capacity development and reform, as outlined in the

Commission of National Inquiry Report and it confirmed the strategic focus and relevance of the IGP in the Maldives.

In the five months since its launch in August 2012, as expressed by a number of participating partners, the benefits of the integrated approach are already visible and the programme is yielding substantial results on the ground. Governance issues are being addressed in a more integrated and cohesive manner, with greater coalescence between relevant sectors such as increased civil society engagement in areas of justice and human rights, and linking in media in social cohesion interventions. This has broken down the traditional silos in enhanced synergies across sectors. The management structure of the IGP, including multi-agency Programme Board as well as the three technical committees with broad representation of stakeholders – has facilitated dialogue and enhanced decision-making and multi-sectoral approaches to issues. Unprecedented levels of coordination and communication among key institutions have been as a result of IGP interventions – for example, the justice sector institutions that have been fairly antagonistic towards each other have started considering sharing data and standardising data collection systems.

The new approach has successfully mainstreamed conflict prevention and peace-building into the democratic governance architecture, including engaging civil society and community representatives in policy level discussion on issues such as human rights, local governance, professionalization of the legal profession, and alternative dispute resolution. It has started opening up space for sector wide consultations for the first time on issues of national importance.

This report details progress against activities planned for 2012 with support from multiple donors and the attached matrix shows the progress against the set indicators for the year.

II. RESOURCES FOR THE PROGRAMME

The total budget for the programme for 2012 was 1,063,727 USD. The contributing partners are Government of Germany, AusAID, 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).

III. RESULTS

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

In line with the UN Electoral Needs Assessment Mission recommendations, conducted by the UN and UNDP in December 2012, UNDP has successfully laid the groundwork for critical technical and advisory support through deployment of a Senior Electoral Advisor to the Elections Commission (EC), in the lead up to the Presidential Elections of September 2013 and beyond. As a result of close consultations, discussions and provision of initial support in terms of voter education, training and capacity building of EC, there has been greater mutual understanding of the recognition of benefits of such support between UNDP within the wider UN framework and the Commissioners. Through the IGP, tangible support has been provided in developing a training curriculum, key training modules and a long-term training plan for the EC which will be utilized in the Presidential elections 2013 and beyond. Building the capacities of the EC in managing free, fair and credible elections will directly contribute to diffuse tension and stabilize the country by gaining the confidence of the people in a multi-party democracy.

IGP support has also contributed to enhanced transparency and accountability in the public administration through strategic interventions including support to drafting the fiscal formula for block grant allocations from the central government to the newly established local governments. The

exercise provided a rare opportunity for all relevant institutions to weigh in on the issue and discuss fiscal decentralisation at a policy level. Once adopted by the government, this would facilitate a greater transparent budgeting process and contribute towards equitable distribution of resources and strengthening of local democracy. This is supplemented with vigorous attempts to raise awareness of the public, civil society, women's groups and media in order to build the demand side of governance and contribute towards developing a service oriented accountable public sector.

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

Activity 1.1.1 and 1.1.2

1.1.1.1 Training EC staff on core functions

1.1.2.1 Develop a training curriculum for the polling officials

As the above two activities had similar objectives and required similar expertise, it was agreed with the Election Commission of Maldives (EC) that one international could be arranged to deliver both activities.

One month advisory support began in early November. An international expert, Mr. Don Campbell, conducted a 5 days training workshop on Building Resources in Democracy Governance and Election (BRIDGE) for 25 EC staff which covered following areas:

- Election management,
- Civic education on the electoral process,
- Election complaint reporting and adjudication,
- Political party support and management,
- Strengthening of legal framework,
- Voter education and information; and
- Role of statistics in an election.

In addition, the expert developed the outline for training curriculum for polling officials in consultation with EC and various key stakeholders including the Maldives Qualification Authority (MQA). The curriculum once fully developed into modules will be accredited by the MQA and will be hosted in one of the training facilities/institutions in Maldives – either the Civil Service Training Institute or the Maldives National University. The ten modules included the following:

- Introduction to Electoral Administration
- Legal Framework
- Roles and Responsibilities of Elected Officials
- Monitoring and Observation
- Voting Procedures
- Counting and Results
- Training of Polling Officials
- Logistics
- Security for Integrity
- Election Dispute Resolution

The Election Dispute Resolution topic would serve as a guide for the development of the additional modules. The training curriculum along with the developed module was presented to key stakeholders and EC staff and finalized.

Due to short period of implementation, the detailed training modules for training of polling officials will be completed in the first quarter of 2013 and will be used to train the polling officials for the

scheduled elections in 2013 and 2014.

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 1.2.5:

1.2.5.1 Draft concept and outline of induction and refresher modules

Capacity assessments of the Majlis Secretariat in 2011 had identified gaps in the areas of hard and soft capacities such as management, facilitation, dialogue and communication that has hindered their ability to deliver its mandate. One of the top priority identified by Majlis Secretariat and the speaker in 2012 was to organise an orientation programme for secretariat staff in order to familiarise themselves with their roles and responsibilities. The terms of reference were finalized in close consultation with People's Majlis and the activities were planned for December. However, it could not be undertaken within the intended period. Unexpected increase in Parliament workload with the passage of the political parties Act and the parliamentary privileges Act in late 2012, as well as the parliament taking up the controversial issue of the legitimacy of the Hulhumale' court in which former President's trial was to take place, meant that Parliament priorities changed and adequate time could not be given for the activity. In addition, many of the most qualified experts were not available late in the year when the Parliament would have been free. After consultation with the People's Majlis, it was agreed to postpone this activity to 2013. It was also suggested to conduct the activity during the Majlis recess period.

Output 1.3: Systems, procedures and capacities built and strengthened for improved responsiveness to public demands at local level.

Activity 1.3.1

1.3.1.1 Conduct trainings on SOP for local councils and LGA

Fifty nine staff from local council secretariats and atoll councillors, including 3 female staff, were trained, and 201 SOPs were developed based on the Decentralization Act and other related guidelines. These SOPs would assist island and atoll councillors in strengthening the communication and reporting line between the tiers of government and also in the service delivery of local councils. LGA training unit staff acted as facilitators during the workshops.

In addition, a service charter was also developed with the intention of providing standard service delivery to the public. All the SOPs are expected to be finalized and published in 2013. This will lead to improved communication, better understanding of business process and enhanced internal efficiency in the work of local council which will contribute to improved service delivery in the long run..

Activity 1.3.3

1.3.3.1 Development of the fiscal formula and block grant manual for the Maldives

A fiscal formula for the national budget to determine block grant transfers to local councils was drafted in November 2012, led by the Local Government Authority in collaboration with the Ministry of Finance and Treasury. The formula, developed with support from an international expert and a local consultant was endorsed by the LGA.

The formula was drafted based on a desk review, field visits, consultations with key stake holders and analysis of data. The formula took in to account the data available, its applicability to local context and international best practices. The expert also developed a detailed proposal on the draft fiscal formula and its usage. The formula was presented to policy makers at the high level Roundtable

Conference on Strengthening Local Governance and Decentralization on 21st November 2012 (*Activity 1.3.4.1*). There was general consensus among the participants on the parameters used in the formula. Attempts were made to present the draft fiscal formula for the Cabinet. However, a presentation could not be scheduled for the Cabinet before the international expert left.

Both the LGA and MoFT have agreed to carry the discussion forward in 2013 so that the formula could be used for the 2014 national budget allocations. UNDP would lobby for and facilitate discussions with national partners to take this forward.

Activity 1.3.4

1.3.4.1 Convene the national roundtable on decentralization and local governance

A round table conference on strengthening the local governance system in the Maldives was organised by LGA on 21st November 2012 in Male. The conference was attended by 42 policy makers and Ministers, including the Vice President of the Maldives. The focus of the conference was on fiscal decentralization and challenges to the local governance framework, including;

- Strengthening Local Governance Framework- current gaps and needs
- Local Governance Systems-international best practices
- Fiscal decentralization- current challenges and best way forward

The discussions were very fruitful and highlighted the key challenges and avenues for agency collaborations. Some of the challenges identified include:

- Low level of understanding of mandates and roles and responsibilities across different layers of government
- Capacity constraints, including capacity in budgeting, planning and management

Some of the avenues for collaboration include:

- Continued dialogue between key stakeholders led by LGA to clarify roles and responsibilities
- Inter-agency collaboration in drafting and implementing sector specific SOPs

The key outcome of the roundtable was the agreement among the stakeholders on the parameters used for the fiscal formula. The Ministry of Finance and LGA agreed to work together to take this forward.

Activity 1.3.7

1.3.7.1 Production of awareness material and regular TV/Radio programmes

Following activities were undertaken to raise awareness among the general public and local councils on their roles and responsibilities. These activities were conducted in collaboration with Result Area 2.

- *A TV panel discussion on “local governance and community mobilization”*
Local experts in the field of local governance and representatives from NGOs discussed the importance of inclusive participation and decision making. The public were invited/encouraged to call in with their queries regarding the local governance system in Maldives.
- *A TV panel discussion on “Women’s Development Committees (WDC) and their role in island development”*
LGA and NGO representatives discussed women’s role in island development and its importance. Additionally, the WDC’s roles and responsibilities were also discussed.

- *Discussion forum on “Strengthening local governance and community mobilization”*
A half day discussion forum on strengthening local governance and community mobilization was held in December. The idea of a participatory development approach is new to many councils and the community involvement in the planning and decision making process is very limited. The forum focused mainly on local governance and community mobilization with emphasis on participation, inclusion, accountability and effective coordination. The main objectives were to;
 - ✓ Identify different participatory development practices that would increase community mobilization including the engagement of vulnerable groups.
 - ✓ Discuss approaches to increase accountability between local councilors and their community.
 - ✓ Identify coordination challenges between the different tiers of government and possible recommendations to over this issue.

Participants from line ministries, independent institutions and local NGOs and local councilors were invited to the forum. The panel included experts on local governance, lawyers and NGO representatives. The discussion proved to be very fruitful and many challenges to community consultation and the overall local governance framework were discussed at the forum. The Local Government Authority (LGA) will be using the discussions as a background to develop their 2013 activities.

- *Video spot on WDC*
The Women’s Development Committee (WDC) elections mandated by the Decentralization Act were scheduled to be held in November. The WDC elections dates were only announced in late September giving a very limited window of opportunity for raising awareness on the elections. After discussion with UN Agencies and LGA it was decided that the best way to approach a wide audience would be through the media and it was agreed to develop a video spot that would encourage women to contest in the elections. A 40 second video spot was developed and was aired in three of the four broadcasting channels during the campaign period.

WDC were elected in 146 island councils. It was also agreed that the video spot would be edited to make it a general video spot on WDC and for it to be aired in all the TV channels in 2013 for upcoming bi elections.

- *Video spot on local governance*
Two video spots were developed by MY Studio with the following two messages;
 - ✓ The dates for community consultations as per the Decentralization Act
 - ✓ The dates to submit budgets to Ministry of Finance

The video spots were shown on the state television channel once a day for two weeks. The video spots will be shown in private channels in 2013, in order to broaden coverage.

- *Awareness raising on local governance*
Some of the advocacy materials published by UNDP and partners were re-printed so that they could be circulated to key stakeholders and visiting consultants. The following materials on local governance were printed;
 - ✓ Local council handbook
 - ✓ Leaflet on city councils
 - ✓ Leaflet on atoll councils
 - ✓ Leaflet on island councils
 - ✓ Leaflet on management of councils

Posters with key messages on local governance were also developed and printed. All the materials will be distributed in 2013.

All the above activities contributed to disseminate information and raise awareness on the local governance system, participation of women in local governance process and role of community in the planning process.

Activity 1.3.8

1.3.8.1 Develop Amendments to the Decentralization Act

Necessary amendment to the decentralization act was drafted by providing a local expert to the LGA and the recommended amendments were submitted to the LGA Board in December 2012 for their final endorsement. The amendments will be submitted to the Majlis in 2013.

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 local council secretariats and local councillors

1.4.1.2 Conduct job competency evaluation and develop modules based on evaluations

Following a training needs assessment of Local Councils, training of local councillors and local council secretariat staff from 3 Atolls was conducted in collaboration with LGA and Civil Service Training Institute, in the areas of leadership development, Public Finance Act, and computer skills. The participants from three Atoll were as follows;

Atoll	Training Topics	Total Participants
Addu	Leadership Training	19
	Essential Computer Skills	32
Haa Dhaal	Financial Act	29
	Essential Computer Skills	29
Lhaviyani Atoll	Microsoft Office Professional	15

The training programme was highly informative and interactive and the participants expressed that the training was very useful and the acquired skill will be applied in their day to day work.

Activity 1.4.2

1.4.2.1 Management audit methodology piloted and finalized

Under the UNDP supported project on Building an Efficient and Service Oriented Transparent Public Administration (BEST), which was later integrated into the IGP, management audit methodology was finalized in 2011. As a follow up, one pilot activity was included in the AWP for 2012. The terms of reference were finalized in consultation with CSTI. As the activity was to be cost shared with Presidents Office and CSC, there were significant delays in finalizing the details. After discussion with PO and CSC it was decided to carry out this activity in 2013 and to find a way to resolve the funding complications.

Activity 1.4.3

1.4.3.1 Develop concept note for public sector reform study

The President's Office and the Civil Service Commission had expressed an interest to document the public sector reform process, as it has gone through momentous and large scale changes and reforms

in the past years. The objectives were to outline and analyze the reform process and make recommendations. The TOR was finalised and circulated among the relevant agencies and was also advertised but no suitable local candidates could be identified to undertake this task. After further discussions, it was concluded that as there is limited local capacity to conduct such a study, an international expert will be sought and recruited and the activity was moved to 2013.

Activity 1.4.4

1.4.4.1 Develop a framework for institutionalizing administrative arrangements in a presidential transition.

The terms of reference for conducting a study on institutionalizing administrative arrangements in a presidential transition were finalized in consultation with the President Office. Due to limited time in 2012, it was not possible to recruit appropriate expert to lead the study. It was agreed to postpone the activity in 2013 prior to presidential election. This will lead to a smooth transfer and will avoid loss of institutional memory during transition phase.

Output 1.5: A multi-sector, high level policy platform created for increased capacity for conducting research, analysing and utilising information for informed debate and public policy making.

Activity 1.5.1

1.5.1.1 *Concept note drafted on Governance Reform committee*

Establishing a platform for coordination between different branches of state and the independent institutions was felt necessary by the PO. The objective was to discuss the current challenges they face so that this would be the basis for the development of a TOR for such a Committee. UNDP participated in the discussions meeting and agreed to provide technical support from UNDP Asia Pacific Regional Centre to review the TOR once drafted. However the TOR was at the very initial stages and it was agreed that a draft could be shared in 2013.

Activity 1.5.2

1.5.2.1 *Draft concept note on Public Policy Institute*

In collaboration with the Department of National Planning and Ministry of Finance and Treasury a steering committee and a working group was established to draft a concept note on Public Policy Institute and lead this exercise. The TOR was finalized by the committee and an international expert was recruited to develop a concept paper. The paper has highlighted international best practices and the possible options for such an institute for Maldives. The concept paper will be finalized in early 2013.

This activity was undertaken in collaboration with the Policy and Economic Growth unit of UNDP and the IGP funds were not utilized for this purpose.

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 UNDP support, several initiatives to strengthen the justice sector have been taken forward, and discussions among key stakeholders have increased around the issue of strengthening institutional mechanisms of the justice sector and improving access to justice. In recent years and months, as a result of political rhetoric and the need for greater understanding on part of justice sector institutions and actors as being part of the inter-dependent links in a chain of the justice system, there was little or no coordination and dialogue among justice institutions. Concerted efforts were made to bring these,

often unreceptive, institutions together for dialogue. A series of informal forums have been held on issues such as Alternative Dispute Resolution, strengthening legal profession, legal aid options, victim support, which, for the first time, brought the relevant stakeholders together for discussion. The sector wide approach of Integrated Governance Programme brought together relevant institutions for programmatic consultations through the multi-stakeholder Technical committee for future directions and priorities, resulting in unprecedented agreements to collaborate in future on areas including conducting a justice sector audit, police integrity mechanism, crime statistics management and data collection. IGP focused on promoting/implementing the ideas generated through various diagnostic studies done together with partners in areas of police discipline system, legal aid, ADR, data collection, crime prevention and community policing. This led to identify priorities in improving the justice sector performance to meet the needs of Access to Justice, without being influenced by politics and personalities. The forums convened by the programme for Rule of Law actors, provided the opportunity to hold inter-agency discussions around issues of common interest. The discussions were aimed at enhanced effective coordination among the justice sector institutions. UNDP/IGP also facilitated the participation of civil society and community representatives in these discussions which is a new phenomenon in the Maldives.

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 convening of justice sector roundtable and forums, including judiciary to discuss strengthening of judicial sector

This activity was planned for effective coordination and implementation of activities for the strengthening of the justice sector. Initial discussions were held with the Supreme Court to take leadership on holding a justice sector roundtable. However, due to other activities, the proposal did not materialize and it was agreed to organize a series of issue specific justice sector forums. Two such events were held in 2012;

The first of such forum was held on Community Mediation on 29th November 2012 in Male. The discussion was led by a UNDP consultant for ADR, who has extensive experience from elsewhere on various models of community mediation. The focus was attended by Maldives Police Service, Prosecutor General's Office, Judiciary, Lawyers and Civil Society. Other international experts who were in the country at the time supporting activities related to justice sector participated in the forum and contributed their expert opinions. The forum was used as a means to promote debate on Alternative Methods for Dispute Resolution in the Maldives. From the forum held on Community Based mediation, it was proposed that such a model be tested in the Maldivian context.

A second forum hosted by the Prosecutor General's Office was held on 6th December on criminal justice. Discussions in the forum were led by Dr. Mohd Iqbal, a professor in Criminal Law from International Islamic University of Malaysia. The forum was attended by Maldives Police Services, Judiciary and Staff from the Prosecutor General's Office. The discussion of the forum was focused on the Hybrid system of Common Law and Islamic Sharia in criminal justice system. Examples from Malaysian Court system were shared with attendants.

The above forum resulted into better understanding and the urgency to work together among the justice sector actors and opened up the opportunity for future collaboration. Follow up activities are planned for Quarter 2 of 2013.

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 Undertake assessment of legal aid options

To enhance access to justice, an option paper on legal Aid was drafted and shared with key Justice Sector institutions. The following five options were identified Private Practitioners (Judicare) (paid on case-by case basis)

1. In-house duty counsel (salaried full time/part time) (at courts and/or police station)
2. Legal Service Corporation (salaried full-time)
3. Public Defender Office
4. Contracted Service (NGO or bar association signs contract with Public Defender/Legal Service Corporation or Government)

Based on the option paper, an activity to draft a legal aid's bill will be included in the 2013 IGP annual work plan. Further the recommendation to explore on a pilot basis of working with NGO's to provide limited legal assistance is included in 2013 IGP as well.

The activity was supported by recruiting an international expert, Mr. Richard H Langan on Legal Aid.

Activity 2.2.2

2.2.2.1 Review existing ADR systems and make recommendations for implementation

To address large number of backlog cases in the courts and provide speedy justice, a study was conducted to identify alternative dispute resolution methods in the Maldives. The study was led by an international expert Ms. Brenda M. Brainch with extensive field visits from two Islands.

The Study concluded that priority should be given to substantial reform in resolving disputes in the Maldives through the introduction of:

1. A court-connected mediation scheme (Civil and Family Court pilot); and
2. An independent island-based community mediation scheme
3. A community-based Paralegal Centre(s) in Male and Mobile Unit on the islands; and
4. A Small Claims Procedure in the Courts with a direct link to the court-connected mediation scheme.

An activity to conduct a pilot ADR project is planned for 2013.

Activity 2.2.3

2.2.3.1 Conduct public awareness raising activities on human rights and Constitution

Two targeted awareness session on international human rights mechanisms were held in November. They were targeted to Civil Society and Lawyers, where 10 participants attended the session for civil society and 15 legal professionals including prosecutors, court officials and legal workers attended the session for legal profession. The sessions were conducted by Professor Fernand de Varenness, who is hired by UNDP as a faculty for the University of Maldives, Faculty of Shalia and Law (FSL – see below). Additionally, in order to promote public awareness of the justice system, support was provided to complete a study on access to justice in the Maldives.

Activity 2.2.6

2.2.6.1 Recruit Lecturer to FSL to teach courses and develop pedagogical tools based on assessment

As some of the Maldives new generation of lawyers, judges and others in the legal profession receives their legal education from the faculty of Shariah and Law (FSL), it was felt that FSL would benefit with modern teaching methods and development of teaching materials.

An intensive seminar for students on research was held on 3rd October 2012 and a seminar for staff and students on human rights was conducted on 6th October. Lecture notes and PowerPoint slides for Public International Law, Torts and Publishing internationally were shared to UNDP by Professor Varennes. Final Exam Questions were prepared for Tort students and an additional exam question in case of a supplementary exam was also prepared and shared during this period. Although not required under the contract that was issued to Professor Varennes by UNDP, lecture notes and reading materials for an LLB human rights course was also developed. Total 79 students, including 29 full time students (14 females, 15 males) and 50 part time students (26 female, 24 male) benefitted from this activity.

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 curriculum for continuous education for judiciary and lawyers

An international expert for the development of the minimum competency level and training needs of the judiciary was identified. However due to other commitment he was not available in 2012 and the activity has been moved to 2013

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 mapping of existing data collection mechanisms in the justice sector and recommendations for improving the data collection mechanism

Institutions in the Maldives justice sector have a tendency to work in isolation with each other. As such data collection mechanisms differ between institutions and inconsistencies exist between data available. The purpose of this activity was to identify data collection mechanisms in the country and develop recommendations to improve the justice sector in this area.

In order to conduct a mapping of existing data collection mechanisms in the justice sector and generate recommendations for improving current system, an international expert Mr. Keenan Casady, was made available in December. Following extensive consultations with stakeholders from the attorney general's office, the prosecutor general's office, the police and judiciary, a recommendation paper was developed and shared with stakeholders during a workshop on 26th December 2012.

The main recommendations include:

- Developing a common case number
- Establishing a coordination mechanism between institutions
- Conducting a case flow analysis to identify the lags in the flow of cases

From these recommendations, a case flow analysis will be conducted and a working group of experts and IT professionals from all justice sector institutions will be established.

Activity 2.4.3

2.4.3.1 Develop training materials on legislations

2.4.3.2 Conduct training on prosecuting and adjudicating drug related offences

To enhance prosecution skills of the staff from Prosecutor General Office, a one week training

workshop on criminal law was conducted from 2nd to 9th December. The workshop was attended by 33 participants, including 20 female staff. An international expert Dr Mohd Iqbal was made available to lead the workshop. The following topics were covered in the workshop:

1. Elements of crime
2. General exceptions in criminal law/defences in criminal law
3. Issues relating to homicide
4. Drug offences (issues on confession)
5. Confessions and Retractions
6. Assumption of guilt
7. A comparative study of Islamic Shariah and positive law

In addition, for effective prosecution and improve prosecutors understanding of existing legislation, 9 sets of law books were prepared, printed and shared with the Prosecutor General's Office in December 2012.

2.4.3.3 Updating database software on crime statistics housed in PGO

As the current software used by Maldives prosecutor's has limited application of the crime related data, the prosecutor's office had proposed that the system be improved to allow for effective use of the data that are collected. The purpose of this new software is to have a system in place in the prosecutor general's office that could be used as a management and monitoring tool for the office.

A letter of agreement was signed between UNDP and Prosecutor General's Office on 9th December for updating software on crime statistics of the prosecutor general's office. No significant progress was made by the end of 2012 and the activity will be followed in 2013.

Activity 2.4.4

2.4.4.1 Develop SOPs for PGO and Police VSU

Standard Operating Procedures (SOP) for Prosecutor General's Office (PGO) and Maldives Police Service (MPS) Victim Support Unit (VSU) were developed with the expert advice from Mr. Anthony Waters in December. A stakeholder workshop was held with MPS, PGO and other stakeholders such as Ministry of Gender, Civil Society and UNDP to discuss the VSU. Meetings were held with Criminal Court and the Family Court. The development of the SOP for PGO resulted in change of the VSU within PGO to Witness Assistance Unit. SOPs for both PGO and MPS were approved and signed-off by senior management of both institutions. This will enhance internal efficiency of both organizations in their day to day business.

Activity 2.4.5

2.4.5.1 Review and provide recommendations for strengthening PSD of MPS

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.

An international expert Mr. Peter Viner, with long experience in the field of police reform was made available to work with the Maldives Police Service to conduct a rapid assessment of the Police Professional Standards Directorate (PSD) from 27th November to 4th December. The expert assessed the manner in which complaints regarding the police are dealt with. Meetings were held with a wide

range of stakeholders.

The following ten Recommendations were made by the expert at the end of his mission;

1. Bring fundamental change in the manner in which complaints against the police are investigated. With the exception of the most serious allegations where a death has resulted from the actions or neglect of the MPS, PIC should refer all complaints to PSD.
2. Government of the Maldives gives consideration to developing a hybrid model of oversight whereby the roles and responsibilities of a HMIC and IPCC are fulfilled by just one organisation.
3. PSD should have overall responsibility for the investigation of all serious allegations made against members of the MPS, be they matters relating to crime or serious discipline.
4. PSD develops an intelligence capacity and is empowered to test the integrity of a member, department or police station of the Maldives Police Service.
5. PSD has a position within its current structure for someone to provide counselling services. This is not necessary and should be changed
6. Further training requirement.
7. Information leaflet on PSD be designed and provided to public.
8. PSD needs to develop a robust database whereby the progress of all investigations can be monitored.
9. PSD reviews all completed investigations to identify learning opportunities for the MPS as a whole.
10. Adoption of a system of informal resolution of police complaints.

The senior authorities of the MPS have endorsed the above recommendations, and with support from IGP, they will be implemented in 2013.

Activity 2.4.7

2.4.7.1 Review and provide 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.

The rapid assessment of crime prevention programmes in the Maldives was conducted by an international expert Mr. Neale Fursdon from 22nd to 6th November 2012. Under this advisory support, Mr. Fursdon reviewed the existing programs, polices, procedures and processes in place for community engagement and crime prevention.

A rapid assessment report providing recommendations for improving the existing programs of community engagement and crime prevention was produced. The following are the recommendations made.

Government

1. Develop a “Maldives National Crime Prevention Strategy”
2. MOHA should be the controlling Ministry administering the strategy

Maldives Police

1. Develop MPS crime prevention strategy to support the implementation of national and local crime prevention programs.
2. Review MPS organisational structures and reporting lines to establish appropriate policies and procedures to ensure Crime Prevention Unit (CPU) oversight of MPS crime prevention strategies and the coordination and evaluation of all crime prevention programs delivered or supported by MPS.

3. Review the duties and responsibilities of the CPU.
4. Review the process of the collecting and the dissemination of statistical crime data and the use of criminal intelligence to support decision making
5. Appoint a Crime Prevention Officer in each police station -under the control and direction of the officer in charge
6. Review the current response to early intervention of young offender
7. Review the viability and acceptance of implementing diversionary programs and other mediation strategies for young offender.

These recommendations will be gradually implemented in 2013.

Activity 2.4.8

2.4.8.1 Support to training PIC officials including bringing in experts on assignment to work with PIC

At the request of the Police Integrity Commission (PIC), an expert services was provided for the assessment of investigative capacity of the PIC and to provide hands-on investigation skill. Some of the ongoing investigation cases were used for the training. Total 15 participants (8 female and 7 male) including chair and vice chair of PIC attended the workshops. The participants acquired knowledge on investigation management and basic investigation and interviewing skills including PEACE (Planning/Preparation, Engage/Explain, Account, Closure and Evaluate).

There were two main recommendations made by the expert; one was to develop a mechanism to reduce case loads and the second was to further improve the institutions investigative capacity.

Dr. Arie Bloed, an expert on Police Reform was made available to assist PIC from 17th to 30th November, 2012 and the recommendations will be followed in 2013.

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 TOT workshop for HRCM and CSOs to raise legal awareness

A TOT was conducted for CSOs on Human Rights from 18th to 22nd November 2012. The training covered topics ranging from General issues on Human Rights, International Human Rights Law, Human Rights Monitoring and the Constitution. Total 20 participants (13 male and 7 female) from 8 Atolls benefitted from the workshop.

Activity 2.5.2

2.5.2.1 Development and printing of training materials and monitoring of human rights cases

A training to provide skills for HRCM and PIC staff on handling of Forensic Evidence was conducted from 21st to 22nd November 2012. This was an activity conducted with coordination between justice sector institutions. The training was conducted by Maldives Police Service. There were 13 participants, including 3 staff from Police Integrity Commission.

Activity 2.5.3

2.5.3.1 Conduct TOT to build HRCM capacity in human rights budget monitoring

This activity could not be conducted in 2012 and was postponed for 2013 due to unavailability of experts with desired background and experience.

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

By engaging a number of civil society organizations and media, it was possible to open up the democratic space and establish a culture of dialogue and consensus building which is quite a new phenomenon in the context of Maldives.

Four main groups were targeted under the social cohesion component of the IGP – civil society, elected women leaders, youth and media. The interventions led to enhance their own capacity in networking, information sharing, advocacy, lobbying, negotiation, and build tolerance and social cohesion in the local communities through various activities. For example, the islands such as Meemu Kolhufushi had a history of conflict between the two wards. After participating in the Community based theatre, the conflicting groups are communicating to each other more positively. The youth leadership programme and learning to live together workshops gave opportunity to youth to deepen their understanding on democracy and human rights and to maximize their potential for self-help development. The networking forum for elected local councillors gave lot of optimism and hope to aspiring women leaders. Similarly, annual NGO Forum provided the platform for NGOs to interact and lobby with Ministry of Home Affairs for creating an enabling environment for NGOs in the Maldives. The CSO activities in partnership with media were highly useful in bringing the messages to the grass roots population on the provision of the constitution, various Government policies, programme and legislations including decentralization and local governance act. It has greatly contributed for a shared understanding of local governance and democracy and at the same time enhancing participation of women and youth in the planning process. More concrete results will be realized in terms of service delivery as a result of increased participation and engagement in the development process and enhanced accountability on the part of state institutions.

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

Activity 3.1.2

3.1.2.1 Support establishment of a coordination mechanism between three pillars of the Government

This activity is the second phase of the Activity 1.5.1, under Result Area 1 (establishment of the Governance Reform Committee) as the President's Office has planned the coordination mechanism to be implemented by the Governance Reform Committee.

The Governance Reform Committee (GRC) had been established (refer to 1.5 for details). UNDP participated in the initial discussion for creating GRC and assured for providing the necessary technical assistance in this regard. Given the limited time that remained in the implementation period, it was decided to postpone the recruitment of the international expert for providing necessary technical support in 2013.

Activity 3.1.3

3.1.3.1 Facilitate dialogue, discussion and information exchange

The purpose of this activity was to support and facilitate discussions among civil society, political parties, and religious leaders to reach a consensus or mutual understanding on key issues the country or community is facing, and to support the development of local and national consultative mechanisms. Two events were conducted in 2012 engaging CSOs.

In September 2012 a Civil Society meeting with the former facilitator for Leaders' Dialogue was organized under this activity. The NGOs gave their views on way forward for strengthening dialogue within the political turmoil after the unexpected transfer of power in February 2012, and their interest to observe and/or contribute to the discussions. They proposed that civil society involvement could contribute towards transparency and build public trust towards the process. The meeting ended with the NGOs agreeing to develop a paper with their recommendations to the Leaders' Dialogue. The NGOs compiled and submitted the recommendation paper as planned, which gave recommendations to enhance the effectiveness and transparency of the leaders' dialogue and the political process, and for the implementation of the recommendations in the Commission of National Inquiry (CoNI) Report. Examples of recommendations include inviting civil society members to the Leaders' Dialogue as observers and to create a caucus of technical members of political parties, civil society and other able people from the society to come up with ideas and discussion points for the Leaders' Dialogue. However, the Leaders' Dialogue was discontinued soon afterwards. Twelve members of civil society participated in the meeting.

On 15 September the activity supported a democracy evening with the theme 'Respectfully Disagreeing' organized by Maldivian Democracy Network, Democracy House and Dhi Youth Movement to celebrate the International Day of Democracy. The event consisted of forum theatre plays and interactive information sessions revolving around the topics of tolerance, dialogue and democracy education. The sessions were lead by youth that includes many that had participated in the Youth Leadership Programme conducted by Democracy House in 2011 and 2012, supported by UNDP.

Activity 3.1.4

3.1.4.1 Build capacity of the Human Rights Defenders Network

Under this activity a seven day Training of Trainers targeting existing Human Rights Defenders (HRD) consisting of a refresher of the previous HRD training, a fresh module of conflict resolution training and additional sessions on facilitation skills was conducted, and a 10 day Human Rights Defenders training camp was held in Addu Atoll in partnership with Maldivian Democracy Network. The Conflict Resolution sessions were delivered by the UN/UNDP Peace and Development Advisor.

There were several challenges during the implementation of the activity, which can be categorized to those in terms of project management and project implementation. The biggest challenge was the limited time that was made available for implementing the training, coupled with shifting of key staff at MDN. This includes the resignation of the existing Executive Director, who was a key figure behind the previous work done by the NGO in establishing the HRD network. There was a gap in the recruitment of a new ED, which fell into the period during which the initial planning of the ToTs was happening. In addition there was limited availability of the trained HRDs during the training period. Initially it was discussed to include fresh participants, without prior knowledge of the Human Rights modules in the training. However, since the training was designed in such a way that it only provided a refresher on human rights modules, with a larger focus on conflict resolution and training skills, it was decided to limit the training to only include trained Human Rights Defenders. Eleven participants, including some staff members of MDN participated in the training.

In total, 50 volunteers (the majority of which are Human Rights Defenders) were trained in conflict resolution and dialogue facilitation techniques through the two training conducted under this activity. It is proposed to conduct more targeted training for selected geographical locations in 2013.

Activity 3.1.5

3.1.5.1 Support Parliament Watch initiative

Support was provided to Transparency Maldives (TM) for the development and launch of a Parliament Watch website and mobile application.

Due to delays in recruitment of the technical experts by TM as well as the plan to add additional features for value addition and sustainability, Transparency Maldives requested for a no-cost extension until October end, but was unable to complete the project. Discussions were being held at the end of the year on whether to continue with this project or for TM to propose another project for which the funds will be utilized. The matter will be proposed to the technical committees and the Programme Board in 2013 for a decision.

Activity 3.1.6

3.1.6.1 Conduct baseline assessment on RTI, implement awareness activities and increase avenues to RTI

Transparency Maldives was engaged in promoting transparency and accountability through access to information in the Maldives through strengthening the national access to information architecture. A RTI Symposium was held on 23 October to complement the larger advocacy and awareness building activities of the IGP, specifically to create awareness on RTI among policy makers, public officials, civil society and media. International, regional and local experts attended as speakers and facilitated the thematic discussions. Some 40 participants from key Government ministries, independent commissions and civil society participated in the symposium. The speaker of the Parliament gave a keynote speech at the end of the symposium. As a side event, the international experts met with the Social Affairs Committee of the Majlis on the 24th October, where they reinforced TM's positions on the RTI bill. The social affairs committee gave their commitment to improve the bill further based on their recommendations.

After the RTI symposium TM compiled all the comments and suggestions from the RTI experts, regarding their concerns over some clauses in the current draft RTI bill. This was shared with the parliament social affairs committee and TM is waiting for the parliament to open after recess to meet with them again and discuss the changes needed in the draft bill. A baseline survey on RTI awareness was initiated in October, 2012. A local consultancy firm, DFL was hired for the survey. By the end of 2012, DFL submitted their first draft to TM.

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 groups and initiatives on empowerment of civil society, women and youth

Following the comprehensive situation analysis of the civil society sector completed in 2011, UNDP undertook mapping of initiatives on youth and women. The mapping study is intended to use both secondary and primary data to map out these groups and initiatives and review their capacities. The findings of this Study will inform a training tool kits aimed at youth and women's groups and civil society, to build their capacities to effectively carry out their functions, with particular focus of raising awareness of human rights, democratic principles, gender equality, and strengthening leadership, communication and participation of these target groups.

By the end of 2012, initial meetings with key stakeholders were completed and the proposed methodology was submitted by the local expert. The field work for the mapping will be carried out in 2013.

Activity 3.2.2

3.2.2.1 Develop and deliver web-based trainings on human rights democratic principles

It was agreed at the board meeting that the training materials under this activity will be designed based on the findings of the mapping study, and the activity will take place in 2013.

Activity 3.2.3

3.2.3.1 Advocacy activities on public awareness of CSOs (NGO Portal)

To enhance public awareness on CSOs activities, the development of an online NGO Portal, owned and maintained by Ministry of Home Affairs that promotes communication between CSOs, between CSOs and donors was felt necessary. This will facilitate information and resource sharing and collaborations between CSOs, promote linkages between the local CSOs and international CSOs/agencies, and create space for youth and young people to engage in voluntary activities. The Portal will complement the NGO Database currently being developed by the Ministry of Home Affairs to manage the NGO registration and monitoring process. Key information such as the registration number, annual report, focal points and executive committee will be shared to the portal from the database.

A local expert was made available by UNDP to develop the portal. The stakeholder consultation was held in November where 80 CSOs gave their views with regard to the contents and use of the portal. The portal design was proposed to the Ministry of Home Affairs in December 2012, and initial comments were provided to the design. It will be completed in early 2013.

Activity 3.2.4

3.2.4.1 Support to conduct annual NGO Forum

As a follow up of two previous events supported by UNDP, and part of Ministry of Home Affairs regular programme, a five day NGO forum was held in Raa Meedhoo, participated by 82 participants from 55 NGOs from 24 to 29 November, 2012. The island to host the forum was selected through a competitive process. This activity was conducted in partnership with Ministry of Home Affairs (MoHA) through a Letter of Agreement (LOA). The objective of the forum was to facilitate networking and information exchange between civil society organizations themselves, and between CSOs and government and non-government agencies, to enhance opportunities for partnerships in working towards similar goals. The forum was also one of the key avenues through which MoHA gained a better understanding of the challenges CSOs face, and better understand how MoHA could support civil society development through their programmes and activities.

The Forum consisted of informative sessions on proposal writing, leadership skills, and issue based sessions on drugs, as well as information sharing session on the challenges faced by NGOs, Q&A sessions with the Ministry of Home Affairs, and social events such as children's evening. In the forum, the participants urged the Government to provide support to the development of civil society, in accordance to Article 3 of the Associations Bill, to further strengthen the Ministry of Home Affairs' monitoring capacity and to provide appropriate feedback to guide the development of NGOs. Based on the NGO recommendations, the Ministry of Home Affairs has begun drafting a concept note on establishing annual awards for outstanding NGOs and Associations.

Activity 3.2.5

3.2.5.1 Support formulation and lobby for adoption of Associations Act

A ToR for recruiting a local expert was to formulate a lobbying strategy was drafted. However, since the Technical Committee felt that the lobbying activities should be targeted to bring changes at the parliamentary committee stage, it was decided to postpone this activity until MoHA takes action to submit the bill to the Parliament.

Activity 3.2.6

3.2.6.1 Establish a small grants program

The objectives of the small grants are to sustain and expand the space created through democratic

reforms for civil society, influence decision makers, and provide services, promote good governance and to build capacities of civil society actors and empower civil society to effectively lobby for issues, particularly in the areas of human rights, gender equality and youth development.

Following the call for proposals, 33 proposals were received. The evaluations began on 26 August 2012 and were done in the following three stages.

Stage 1: the proposals were screened by the IGP staff and proposals that did not meet the minimum criteria (not fitting with the objective, or the budget and timeline not aligned with the project criteria) were eliminated. Eight proposals were eliminated at this stage

Stage 2: the remaining 25 proposals were taken to the UNDP Grants Evaluation Committee consisting of staff from each programme unit. Detailed evaluation of the quality, feasibility and sustainability of the projects were done at this stage, and short listing of proposals was done based on consolidated scores. 17 proposals were short listed at this round (on 30 September), out of which there were 12 good quality proposals and 5 proposals required additional work to meet the quality. Recommendations were also made to work with NGO's to make revisions that would improve the quality of their proposals.

Stage 3: a multi agency meeting was held on 12 October, and 11 proposals were reviewed and finalized to receive grants out of 17 short listed proposals.

Agreements with five of the eleven grantees were completed, and their first tranche was disbursed by the end of the year.

Activity 3.2.8

3.2.8.1 Develop advocacy strategy for women's participation and hold annual NGO forum for women councilors

An advocacy strategy for women's participation in public life was developed with support from an international expert Ms. Lisa Hiller and a local consultant, Ms. Mariyam Mohamed. Key stakeholder discussions with civil society, key government institutions, UN agencies, and the IGP staff were conducted. Key findings from the discussions were that

- a) Women's equality and their participation in public life are widely seen as foreign concepts, challenging the Maldivian way of life;
- b) That the current advocacy activities were conducted in an ad hoc basis and
- c) Information had until now been provided on concepts.

Based on these findings, a two and a half year advocacy strategy that focuses on the following four principles was developed;

- a) Concepts that are relevant to Maldivians and Maldivian lifestyle,
- b) Messages that is upbeat, focused and practical, in plain language,
- c) Addressing misinformation and
- d) That takes on a joint strategic approach with all relevant stakeholders.

Taking into account that 2013 and 2014 are election years, the main product of the advocacy strategy is to establish a platform for dialogue among women, led by women leaders, to develop a women's manifesto.

3.2.8.2 Networking forum for Women's Councilors

The first ever networking forum of women councillors was held from 4 to 6 December, participated by 28 women councillors. The forum consisted of informative sessions on leadership, gender and development and governance system (including how the three pillars of the state function and the local governance system). Skills building sessions such as assertiveness and confidence building and information sharing were led by successful women working in different fields, which included a woman judge, a business woman and women's national football team. At the end of the three day

forum, the women councillors discussed among themselves on how to establish a regular forum for dialogue. A Face book group was found to be the most convenient means of communication given the geographical divide. It was discussed that the formation of an association of women councillors could be considered for the future.

Activity 3.2.9

3.2.9.1 Conduct Community Based Theatre

A five day Community Based Theatre training was conducted by the international expert Mr. Hjalmar Jorge, from 6 to 13 November, in which 16 participants were trained in facilitating forum theatre activities and sessions. Following the training, participants conducted field activities, with the support of the expert, as follows:

1. Six trained facilitators conducted a field visit to Meemu Kolhufushi to conduct community based theatre (CBT) workshop from 15 to 19 November. 22 participants (ages ranging from 19 to 58) participated in the three day workshop. The island had a history of conflict and competition for resources between the two wards, and the tensions have been escalated following the 2004 Tsunami. Apart from the conflict, the island had not fully recovered from the aftermath, with many not able to get housing thus living in temporary shelters. Following the workshop, which facilitated discussion of issues through activities and theatre performances, participants reported that they communicated positively with fellow participants for the first time after many years, and agreed that the methodology worked very well for resolving conflict at the community level.
2. A second CBT workshop was conducted in Thaa Thimarafushi from 27 November to 1 December. Seven of the trained facilitators took part in the visit, where 18 participants took part in the workshop. Since this island had also been recently experiencing conflicts due to a strong divide in party politics, the workshop enabled participants to express their conflicting views in a neutral setting.
3. Following the Thimarafushi workshop, the 7 facilitators also conducted a short one day workshop in Laamu Fonadhoo, in collaboration with the local NGO FEHI Jamiyya. 18 youth participated in the training workshop.
4. Two forum theatre performances were conducted on 22 November in Male' at STELCO Conference Hall and on 23 November in Haa Dhaalu Kulhudhuffushi. The performance dealt with negative daily interactions experienced by youth between them and their parents, teachers and friends. The theatre performances were based on experiences the performers had undergone in their lives. The themes covered in the theatre performance included lack of trust and communication between parents and children, lack of attention given by teachers to modify negative behaviour in students, rifts in friendships brought about by party politics, apathy and distrust of youth towards party politics and partner violence. In both the performances the audience were mainly youth. After the performances, member of the audience had the opportunity to try out how the protagonists 'should' have reacted to the situations, followed by feedback from the general audience. About 35 people (mostly youth) attended each of the performances.
5. A half-day legislative theatre session was conducted on 25 November, with 13 participants representing NGOs, Human Rights Commission of the Maldives, and UNDP. The objective of the session was to give a brief overview of the legislative theatre and to explore whether this methodology could be useful in the Maldivian context.

All the above activities have contributed towards building local capacity in analyzing and resolving conflict for peaceful coexistence and greater understanding among the youth to deal with their parents and society.

Activity 3.2.10

3.2.10.1 Support Youth Leadership Programme

Democracy House in partnership with Institute of Governance and Democracy organized an annual event where 40 youth (20 girls and 20 boys between ages 15 to 18 years) from 18 Atolls were selected through a competitive process. A three week leadership programme covering six modules (personal development, leadership, citizenship education, parliamentary education, democracy and human rights and understanding development) was conducted. A model parliament session was conducted at the end of the training, and was aired on the national TV channel. The trained youth will be given ongoing mentoring and support by Democracy House by facilitating youth activities, forums and discussions to further engage the trained youth group.

This is the third year the leadership programme had been conducted with assistance from UNDP, and is well on its way to be established as an annual event. The participating youth in the past programmes are already active in youth movements and volunteering in social causes and in NGOs. A formal evaluation of the Youth Leadership programme will be included in the 2013 workplan.

Activity 3.2.11

3.2.11.1 Supporting Learning to Live Together Workshops

Learning to Live Together workshops targeting youth between the age of 14-18 is based on a methodology developed by an international organisation that trained facilitators in Maldives earlier in the year. The objectives of the workshop: to create dialogue among youth on the issues they face within the community they live in, and to promote tolerance and respect and to promote ethics, morals and values among youth.

Two workshops were conducted under this activity, one in Laamu Gan, participated by 38 students from Hamad Bin Khalifa al Thani School, from 11 to 13 October, and another in Male', participated by 38 students of Centre for Higher Secondary Education.

In addition to sessions and activities towards the workshop objectives, each participant was guided to develop a community project that they would implement in their community, such as working against littering, giving swimming lessons to peers or creating awareness of the child help line. The activity was carried out by a local NGO, Democracy House.

Output 3.3: Enhanced Capacity of the media to contribute to democratic discourse

Activity 3.3.1

3.3.1.1 Raise awareness on Code of Conduct for broadcasters

This activity is implemented by Maldives Broadcasting Commission (MBC). A letter of agreement (LOA) was signed between MBC and UNDP for the activity. MBC initiated work on developing the video and audio clips to create general awareness on the Code of Conduct for broadcasters. However, due to time constraints, the activity was not completed and will be followed in 2013.

Activity 3.3.2

3.3.2.1 Support two public meetings for journalists with visiting media resource person

Due to time constraints, this activity was not conducted in 2012.

Activity 3.3.3

3.3.3.1 Support formulation of regulations for community broadcasting

A preliminary evaluation on the opportunities and challenges in initiating community broadcasting in the Maldives was done by an international expert; Dr. Murray Green from December 4 to 16 for the Maldives Broadcasting Commission. Dr. Green conducted meetings with key stakeholders, and field

visits was conducted to Addu, Fuahmulah and Vaavu atoll to assess the local readiness and awareness for community broadcasting.

In his report he highlighted several findings and recommendations to be considered in implementing community broadcasting. As there is low level of understanding about community broadcasting among the general population in the Maldives, it should be given sufficient time to create awareness and then implemented gradually and strategically.

CHALLENGES

The evolving situation on the ground and emerging sensitivities around the issues of elections, human rights and police conduct at times posed challenges to the implementation of the proposed activities within a tight period. The key challenges were:

- Key partners Election Commission, Judiciary, Human Rights Commission, Ministry of Home Affairs, and the Human Rights Commission were not able to allocate sufficient time to project related activities resulting in slow decision making on project related activities, such as approving TORs and participation in training/workshops.
- The current political environment and work pressure on partner institutions at times made it difficult to avail their staffs for the meetings to discuss activity details and finalize decisions.
- The programme was launched in August and most of the activities were started in the last quarter of the year, with the ambitious agenda of 55 activities to be delivered in three months. This required a substantial amount of time spent in back-end work such as entering budgets, budget revisions, and moving funds from old projects to the new programme, before implementation could begin.
- New staff recruited to the IGP needed time to get familiar with UNDP processes and procedures which also contributed to some delays
- The short time frame of the project also made it challenging to recruit qualified experts with background and qualifications required and suitable for the local context .In order to overcome this challenge, UNDP CO actively used its global network of knowledge and centres of excellences, including their pre-qualified roster which facilitated the fast track recruitment of first-class experts from different parts of the world.
- High turnover among the staff and executive members of NGOs as well as key government institutions resulted into changes in their focus and priorities along with capacity gaps in successful implementation of project activities within the limited time frame

IV. FUTURE WORK PLAN

Refer to IGP Annual Work Plan for 2013

V. FINANCIAL IMPLEMENTATION

Refer to attached provisional financial report