

# DEEPENING DEMOCRATIC GOVERNANCE. TRANSFORMING LIVES.



*Empowered lives.  
Resilient nations.*

**Key Results Report of the Integrated Governance  
Programme of UNDP Maldives  
(Phase One: 2012-2015)**



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## ACRONYMS

<b>ACC</b>	Anti-Corruption Commission of the Maldives
<b>ADR</b>	Alternative Methods for Dispute Resolution
<b>CBT</b>	Community-based Theatre
<b>CSC</b>	Civil Service Commission of the Maldives
<b>CSO</b>	Civil Society Organisations
<b>EC</b>	Election Commission of the Maldives
<b>HRCM</b>	Human Rights Commission of the Maldives
<b>IGP</b>	Integrated Governance Programme
<b>LGA</b>	Local Government Authority
<b>MDN</b>	Maldivian Democracy Network
<b>MPS</b>	Maldives Police Service
<b>NGO</b>	Non-Governmental Organisation
<b>SOP's</b>	Standard Operating Procedures
<b>TM</b>	Transparency Maldives
<b>UNDP</b>	United Nations Development Programme
<b>VSU</b>	Victim Support Unit
<b>YLP</b>	Youth Leadership Programme

# FOREWORD

Maldives, a fragile and young democracy attempting to build on considerable economic and human development gains, went through major democratic reforms in 2008. The country needed immense support in ensuring the sustainability and continuity of its new democracy, and it was against this backdrop that the Integrated Governance Programme (IGP) of UNDP Maldives was formulated.

The IGP was premised on how interconnected objectives, such as social stability; respect for human rights and the rule of law; and socio-economic development would be met with greater success if supported by the effectiveness of the state, legitimate and representative institutions, and the vitality of civil society. The programme therefore invited the participation and leadership of such actors and institutions within the society, in an attempt to bring in transformative changes, and unlock progress across the developmental landscape in the Maldives.

The first phase of the IGP focused on interrelated and overlapping issues under this general rubric—institution building, governmental accountability, transparency, access to justice and legal reform, public sector management, conflict resolution and social cohesion, and others. Importantly, proactive steps have been introduced to empower women, and increase their meaningful participation and representation in the political sphere.

In doing so, UNDP was able to assist in delivering on the benefits of a democratic system, while providing the opportunity for local actors to participate in shaping their democracy, and concurrently bring in an array of services that meet the needs of the Maldivian people.

This booklet expounds upon the key results that were achieved under the first phase of the IGP. It identifies key lessons learnt, showcases results and successes stories, and reflects on what needs to be done to ensure the continuity of the progress that has been achieved.

Support for governance, transparency and accountability is incremental. The first phase of the programme evidenced the need for a more targeted approach, and more deference to partners as they evolve their systems. As such, Phase II of the Integrated Governance Programme (IGP2) which commenced in 2016, focuses on increasing voice and participation of communities for strengthened governance, to ensure they are well-positioned to take part in their own development script.

Despite daunting challenges and the fluidity of the political environment in the Maldives, there are opportunities and prospects for reform, transformation and success. We look forward to the continued support from our partners, as we try to establish a system of democratic governance in the Maldives that is responsive, equitable and sustainable.

Shoko Noda

*UN Resident Coordinator and UNDP Resident Representative in the Maldives*

## A WORD FROM THE IGP BOARD

*“UNDP’s Integrated Governance Programme has established roots in Maldives and is viewed as a key partner of choice on governance issues: - specifically on enhancing social cohesion; access to justice; and strengthening capacity building initiatives, and has remained fully committed towards this goal even during the most challenging of times. The IGP provides a participatory and collaborative approach to addressing critical gaps in good governance and remains committed to challenges that arise in this field”*

*- Dr. Ahmed Shukry, CEO, Local Government Authority, and IGP Board Member*



# INTEGRATED GOVERNANCE PROGRAMME PHASE ONE 2012-2015

*Towards Inclusive and Effective Democratic Governance in the Maldives*

The Integrated Governance Programme (IGP), developed by the United Nations Development Programme in the Maldives together with national partners seeks to directly respond to the need for a more resilient and peaceful democratic society through a more integrated approach.

The first phase of IGP from 2012 - 2015, assisted in efforts to deepen democratic principles in the country by supporting the promotion and protection of human rights and the rule of law; building effective and accountable democratic institutions and civil society; supporting public administrative reforms and local governance; and enhancing social cohesion.

## IGP PHASE ONE FOCUS:

1



Strengthen institutional capacities for greater transparency and accountability, and democratic consolidation

2



Increase equitable access to justice and rule of law, and promote human rights

3



Promote inclusive and participatory decision-making to enhance social cohesion

## VISIBLE, MEANINGFUL ACTION

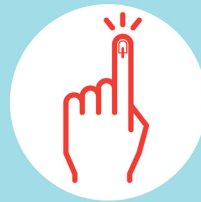
*Field Level Presence*



# AT A GLANCE: GOVERNANCE IN MALDIVES

2<sup>ND</sup>

ROUND OF LOCAL COUNCIL  
AND PARLIAMENTARY  
ELECTIONS HELD IN 2014



30,000

NEW VOTERS ADDED

TO THE VOTING LIST IN THE  
2013 ELECTION



91%

VOTER TURNOUT

AT FINAL VOTE OF 2013  
PRESIDENTIAL ELECTION

IN THE 2013  
PRESIDENTIAL  
ELECTIONS

100,000

OUT OF THE APPROXIMATE  
240,000 VOTERS WERE

YOUNG VOTERS IN  
THE 2013 ELECTION



239,593

APPROXIMATE NUMBER OF

CITIZENS REGISTERED  
TO VOTE

FOR 2013  
ELECTIONS



6%

OF CIVIL SOCIETY WORKS ON

ISSUES OF DEMOCRATIC  
GOVERNANCE

FROM THESE CSOS,  
18 OUT OF 22  
ARE BASED IN THE CAPITAL, MALE'



MALDIVES RANKS

49<sup>TH</sup>  
155

OUT OF

ON THE GENDER  
INEQUALITY INDEX

(2015 GLOBAL HUMAN  
DEVELOPMENT REPORT OF UNDP)



7.6%

OF CANDIDATES  
WERE WOMEN

IN 2014 PARLIAMENTARY ELECTIONS

3

WOMEN IN 15  
PERSON CABINET

(AS OF FEBRUARY 2016)



MALDIVES RANKS

134<sup>TH</sup>  
183

OUT OF  
COUNTRIES IN THE 2011

CORRUPTION PERCEPTIONS INDEX

(TRANSPARENCY INTERNATIONAL), WITH A SCORE  
OF 2.5 (WITH 0 PERCEIVED TO BE HIGHLY CORRUPT  
TO 100 PERCEIVED TO BE VERY CLEAN)



MALDIVES RANKS

112<sup>TH</sup>  
180

OUT OF  
COUNTRIES IN TERMS OF

FREEDOM OF THE PRESS

(REPORTERS WITHOUT BORDERS 2015)



8% OF CANDIDATES  
WERE WOMEN

IN THE 2014 LOCAL  
COUNCIL ELECTION

5.9%

SHARE OF SEATS

IN PARLIAMENT HELD BY  
WOMEN AS OF 2015



# OUR WORK:

## POSITIVE, SIGNIFICANT IMPACTS

### CULTIVATING ELECTORAL SUCCESS:

- » TOWARDS CREDIBLE AND INCLUSIVE ELECTIONS
- » STRENGTHENED POLLING ADMINISTRATION
- » WIDE-REACH VOTER EDUCATION
- » DIALOGUE FOR THE PEACEFUL MEDIATION OF DIFFERENCES
- » NEUTRAL AND ETHICAL ELECTION REPORTING
- » ELECTORAL SECURITY



### INNOVATIONS IN LOCAL GOVERNANCE AND PUBLIC ADMINISTRATION:

- » RESPONSIVE INSTITUTIONS
- » PROFESSIONAL AND REPRESENTATIVE SERVICE
- » ENHANCED TRANSPARENCY AND ACCOUNTABILITY IN PUBLIC SERVICE

### FOSTERING AN ACTIVE CITIZENSHIP:

- » PROVIDED GRANTS TO STRENGTHEN CIVIL SOCIETY
- » CULTIVATED PARTNERSHIPS TO FOSTER A PARTICIPATORY, DEMOCRATIC CULTURE
- » PROMOTED SOCIAL COHESION



### INSTITUTIONALIZING THE RULE OF LAW AND ACCESS TO JUSTICE:

- » JUSTICE SECTOR REFORMS
- » HUMAN RIGHTS AWARENESS AND ADVOCACY
- » LEGAL AWARENESS
- » EQUITABLE ACCESS TO JUSTICE
- » IMPROVED LAW ENFORCEMENT
- » TOWARDS AN IMPROVED CRIMINAL JUSTICE SYSTEM
- » STUDIES TO SUPPORT EVIDENCE-BASED POLICY DECISIONS IN THE JUSTICE SECTOR



### CREATING SAFE SPACES FOR DIALOGUE:

- » ENGAGED DIVERSE SOCIAL SECTORS IN COLLECTIVE DIALOGUE
- » PEACEFUL AND CONSTRUCTIVE RESOLUTION OF SENSITIVE COMMUNITY TENSIONS
- » INCREASED SOCIAL HARMONY

# AT A GLANCE: CULTIVATING ELECTORAL SUCCESS

## 200+

YOUTH PARTICIPATED  
IN PRE-ELECTION  
DIALOGUES

BASED ON COMMUNITY  
THEATRE PLAYS TO EASE  
SOCIO-POLITICAL TENSIONS



## 366

PARTICIPANTS FROM  
OVER 18 ATOLLS

PARTOOK IN VOTER  
EDUCATION WORKSHOPS

IN 2014, WHICH COVERED THE TOPICS OF  
ELECTION PROCESSES, VOTER RESPONSIBILITIES,  
AND THE ROLE OF PARLIAMENT



## 77

MEMBERS OF THE  
MEDIA COACHED IN

ETHICAL AND UNBIASED  
ELECTION REPORTING



SENSITISED THE MEDIA  
WITH SESSIONS ON

MONITORING MEDIA  
DURING ELECTIONS



DIALOGUES HELD WITH  
THE MEDIA ON THE

ROLE OF MEDIA  
DURING ELECTIONS

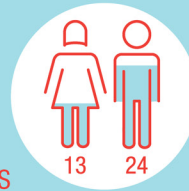


## 37

ATTENDED TRAINERS OF TRAINERS

FOR A RELIABLE AND WELL-  
FUNCTIONING ELECTORAL PROCESS

IN TIME FOR THE PRESIDENTIAL ELECTIONS IN 2013

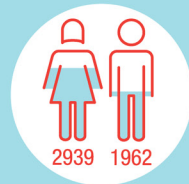


## 4891

POLLING OFFICIALS

TRAINED TO PERFORM  
ELECTORAL FUNCTIONS

IN A CONFIDENT AND CREDIBLE  
MANNER IN TIME FOR THE  
PRESIDENTIAL ELECTIONS IN 2013



## 42

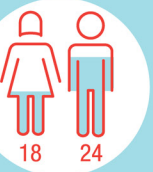
POLLING OFFICIALS

ATTENDED REFRESHER  
SESSIONS

FOR TRAINING OF TRAINERS,

TO STRENGTHEN THEIR CONDUCT

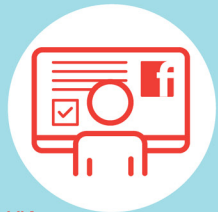
IN TIME FOR THE PARLIAMENTARY ELECTIONS IN 2014



## 20%

OF NEW VOTERS REACHED VIA  
SOCIAL MEDIA OUTREACH IN THE

NATIONWIDE VOTER  
EDUCATION CAMPAIGN



## 45,000+

VIEWS ON FACEBOOK  
AND OTHER ONLINE  
SOURCES ON THE

VOTER EDUCATION  
VIDEO SPOTS



## 3500

PAMPHLETS DISTRIBUTED FOCUSING ON  
POLICE CONDUCT DURING ELECTIONS

## 40

FRONT-LINE POLICE OFFICERS  
RECEIVED SPECIALIZED TRAINING  
TO HELP MAINTAIN

ELECTION TIME PEACE  
AND SECURITY,

BASED ON THE CURRICULUM OF  
THE TRAINING CREATED WITH  
EXPERTISE FROM UNDP



# 01 CULTIVATING ELECTORAL SUCCESS

The Maldives is a young democracy attempting to build on considerable economic and human development gains, but simultaneously still challenged by deep socio-economic, environmental and political issues.

The first-ever openly contested Presidential Elections was held in 2008, followed by multi-party Parliamentary Elections and Local Council Elections in 2009 and 2010 respectively. The second round of Presidential, Parliamentary and Local Council Elections were held in 2013 and 2014. Despite these elections being deemed by international observers to be peaceful, competitive, transparent and inclusive, the highly contentious and unexpectedly prolonged 2013 Presidential Election especially, evidenced the volatility and polarization in the political sphere and the nascent stage of democratic development in the country.

Throughout these electoral cycles, UNDP's IGP offered strategic assistance to ensure that the elections were credible and fully owned nationally. This included support provided to strengthen electoral bodies such as the Elections Commission (EC), to acquire the necessary skills to organize elections that enjoy the confidence of electoral stakeholders.

In the Maldives, UNDP's IGP promoted credible and inclusive elections by supporting national efforts for:



## STRENGTHENING ELECTION ADMINISTRATION

» Support provided to the EC to train its polling officials during the elections, and in the development of EC's Strategic Plan 2016-2020. The plan specifically outlines the human resources gaps, training needs and mechanisms for increased internal & external coordination.



## STRONGER PARTNERSHIPS

» Facilitated platforms for closer collaborations between EC, civil society and other electoral stakeholders to help build a resourceful electoral community.



## NEUTRAL AND ETHICAL ELECTION REPORTING

» Supported dialogue streams aimed at engaging media, including its regulatory bodies, on the roles and responsibilities of media, and to encourage impartiality in election reporting.



## ELECTORAL SECURITY

» Strengthened election time security through technical support to the Maldives Police Force.



## WIDE-REACH VOTER EDUCATION

» Developed and rolled out a voter education campaign in collaboration with EC and electoral stakeholders focusing on increasing the voice and meaningful participation of the general public, with a special focus of vulnerable groups such as women and youth. Developed a civic education curriculum to be rolled out nationwide.



## DIALOGUE FOR THE PEACEFUL MEDIATION OF DIFFERENCES

» Conducted youth dialogues series aimed at providing a safe space for youth to express themselves in light of the divisions and conflicts arising during election time.



*As the Director of Voter Education of Elections Commission of Maldives, my correspondence with UNDP was highly productive. UNDP Staff worked very closely with EC and was always available and concerned about making all voter education, civic education and polling officials trainings most efficient. The support given by UNDP for all the Elections held in the years 2010-2014 were invaluable and played a vital role in making Elections successful.*

- Sheryna Abdul Samad, Former Director of Voter Education – Election Commission

## Up Close:

### INFORMED VOTING

Despite a long-drawn out and polarized process, the people's desire for a free and fair election was evidenced by the flocks of Maldivians lining outside polling stations eagerly looking forward to cast their vote in the long-awaited final leg of the 2013 Presidential Elections.

With voter turnout at more than 91 percent, the Presidential Elections witnessed the support to the electoral process from partners such as UNDP to improve the quality of political participation, and further consolidate democracy in the Maldives.

UNDP's Integrated Governance Programme provided assistance to strengthen institutions such as the Elections Commission (EC), and worked with youth, women, and civil society organisations to maintain interest and engagement throughout the lengthy and difficult process.

As such, UNDP assisted the EC to launch a nationwide voter education programme for the first time in the country, in time for the elections. Titled 'Faahaga', the campaign provided important information and key messages on issues such as the right to vote, the value of voting, and voting day procedures. The aim was to make the election an informed, free and fair election.

In the 2013 Presidential Election, 30,000 new voters were added to the voting list and 100,000 voters out of the approximate 240,000 voters were young voters. Given that Maldives does not have a civic education component in the school curriculum, educating young voters was specifically identified as a priority as well.

"Whenever someone asks me who I am voting for, I say 'Nubunaan' ('I won't tell'). I saw this on TV, and thought it would be a good line to deter the nosey types. It works!" explains new voter Izaan Ismail, 18, alluding to how one of the video spots developed for the voter education campaign (on how the vote is confidential), helped shaped



Young man holding the 'Faahaga' logo as part of the social media campaign for the elections.

his outlook of the election process.

UNDP also supported training of trainers, who in turn trained the polling officials for the election, based on the curriculum developed with UNDP assistance earlier in the year. A youth dialogue series titled 'Elections Fever', based on the Community-based Theatre concept, was also piloted to create a space for youth to express themselves in light of the divisions and conflicts arising due to the elections. In addition to this, community dialogue sessions, public lectures and media information sessions were held to disseminate critical information and discussions around the elections.

Throughout the Presidential Election, and the Parliamentary and Local Council Elections that followed, UNDP worked with national partners to build autonomous institutions and support democratic processes in order to meet the people's aspirations for free, fair, credible and inclusive electoral processes.



"Every vote counts" poster from the social media campaign for the elections.



# AT A GLANCE:

## 02 INNOVATIONS IN LOCAL GOVERNANCE AND PUBLIC ADMINISTRATION



38 ATOLL COUNCILLORS  
19 ATOLLS

ACROSS

WERE EQUIPPED TO MEASURE RESULTS ON THEIR ISLANDS

VIA TRAININGS ON MONITORING AND EVALUATION LED BY THE LOCAL GOVERNMENT AUTHORITY



45

NEWLY ELECTED COUNCILLORS FROM LOCAL COUNCILS

UNDERWENT ORIENTATION TRAININGS

WITH SUPPORT FROM LOCAL GOVERNMENT AUTHORITY AND UNDP IN 2014

$$\frac{f+(x-22)}{y} = \text{MVR}$$

FISCAL FORMULA CREATED

FOR THE GOVERNMENT OF MALDIVES IN SUPPORT OF FISCAL DECENTRALIZATION

30



PARTICIPANTS RECEIVED TRAININGS ON

THE MANAGEMENT AUDIT SYSTEM

FOR THE CIVIL SERVICE COMMISSION

200



STANDARD OPERATING PROCEDURES CREATED TO ASSIST LOCAL COUNCILLORS

TO DELIVER EFFICIENT, CONSISTENT AND IMPARTIAL SERVICES

4



AUDITS CONDUCTED UNDER THE NEWLY DEVELOPED MANAGEMENT AUDIT SYSTEM FOR THE CIVIL SERVICE COMMISSION, TO FACILITATE A MORE

EFFICIENT AND EFFECTIVE PUBLIC ADMINISTRATION

# 02

## INNOVATIONS IN LOCAL GOVERNANCE AND PUBLIC ADMINISTRATION

*“The IGP played a significant role in making decentralisation and local governance a prioritised national development agenda.”*

- Shammoon Adam, Director-General, Local Government Authority

The Maldives embarked on an ambitious regionalization and decentralization programme in line with the 2008 Constitution, which stipulates that the administrative governance of the Maldives has to be managed under a decentralised system. The subsequent Decentralisation Act passed in 2010, required the establishment of local councils as part of the local government structure.

Through IGP, UNDP has been providing support to build the efficiency and effectiveness of the Local Government Authority (LGA), which was created to monitor, regulate and build the capacity of local councils. Crucial support has also been extended to the Civil Service Commission (CSC) of the Maldives, to ensure that a professional public administration is in place, which is able to manage change and contribute to the country’s democratic consolidation process.

By focusing on building robust institutions at the local and national levels, UNDP’s work in the area of local governance is closely integrated with efforts to strengthen public administration. Effective local governance and public administration helped in accelerating progress towards the MDGs, by playing a key role in the equitable distribution of benefits and opportunities to all.

IGP’s aim to build responsive institutions, and enhance integrity, transparency and accountability in public service has focused on:



### HARMONIZING LOCAL GOVERNANCE AND LOCAL DEVELOPMENT EFFORTS

- » As part of efforts to improve service delivery at local level, UNDP supported LGA in the development of Standard Operating Procedures (SOPs) for all the local councils.

- » Supported the development of an orientation curriculum for local councillors, and assisted the LGA in undertaking orientation trainings for the councillors.
- » Supported the development of the Strategic Plan 2016-2020 for the LGA. The Strategic Plan provides greater clarity over the mandate of LGA, identifies avenues for strong engagement between LGA and line ministries, and supports a whole-of-government approach in implementing decentralization policies in the Maldives.
- » A fiscal formula for the Government of Maldives was created through UNDP support, which guided budget allocations for the local councils in 2014 and 2015.



## FISCAL DECENTRALISATION: EMANCIPATING COMMUNITIES AND CITIZENS BY FISCALLY EMPOWERING THEIR LOCAL GOVERNMENTS

For local governments to fully deliver the potential benefits of decentralisation they need to be fiscally empowered. The fiscal formula for the Government of Maldives was created following the stipulation made in Article 82 of the Decentralization Act that allocations shall be made at the national budget annually for city, atoll and islands councils based on set parameters. In order to ensure the sustainability of the local governance system, devolved roles and responsibilities to the local councils needed to be matched by appropriate fiscal allocations within the national budgeting process.

Fiscal decentralisation in this sense is about the extent to which local governments are autonomous, and about how much authority and control they exercise over the use and management of devolved financial resources. Creation of enfranchised communities by fiscally strengthening their local governments and the entire system of sub-national government finance was an integral part democratic consolidation



### DEVELOPING A PROFESSIONAL AND REPRESENTATIVE SERVICE

» Assisted in the development of the CSC's second Strategic Plan 2016-2020, to enhance the public administration framework, and consolidate the development and effectiveness of public administration in the country. As such, the Strategic Plan focuses on strengthening human resource capacities, and providing high quality service delivery. The concept of foresight planning was also introduced for the first time, and proved to be an efficient tool to use for strategic planning purposes, to prepare for unforeseen changes to the structure of the organization.





Up Close:

## WOMEN AS LEADERS

*“People in my island have this assumption that from a religious and social perspective, having a woman heading things will lead to no good. This is difficult for me to hear, but it will not stop me.”*

– Aishath Naazly, Former President, Rasgetheemu Island Council.



Aishath Naazly, Former President, Rasgetheemu Island Council. Photo: UNDP Maldives 2012

When Aishath Naazly first attended the workshop supported by UNDP and national partners targeted at women councillors, she had just started campaigning for a seat in her island’s Council. “A few years on, we were elected, and attending a new forum with responsibilities on our shoulders,” says Naazly, a participant at the UNDP-organized Forum for Women Councillors held in 2012.

“At that first workshop, I got inspiration for my campaign slogan ‘Empowering Women,’ which led to me contesting with 17 others on my island, majority of them men, and coming in first in the polls. I went on to become President of the Island Council,” says a jubilant Naazly.

Naazly, who now holds an important post in a government ministry, says that one of the most important lessons learnt at the Forum for Women Councillors was to be more assertive and to say no when the occasion calls for it. “In the forum we learnt that contrary to popular belief held by our communities, we can contribute on the same level as men. It showed us the way to go forward, even with the challenges we faced,” explains Naazly, who shows gratitude for the support she received from her husband, as well as her fellow council members as she carried out demanding and complex responsibilities as President of the Council back then.

She also appreciates the opportunity presented at the forum to properly connect with not only women council members from across the country, but Local Government Authority actors as well, opening up the avenue to maintain more productive networks with these key actors in the long run.

Naazly, who prior to attending the forum had just wrapped up discussions at her council on a proper building code to maintain Rasgetheemu Island’s facade, passed on the knowledge she acquired at the forum on to her community, and educated them on the significant and essential role women can play in development.

“There are still people who think that a woman’s work and role is not valid. I am here to change that,” the mother of one says.

# AT A GLANCE:

## 03 INSTITUTIONALISING THE RULE OF LAW AND ACCESS TO JUSTICE

**20** VICTIMS SUPPORT OFFICERS



FROM THE POLICE VICTIM SUPPORT UNIT AND STAFF FROM PROSECUTOR GENERAL'S OFFICE

GIVEN REFRESHER COURSES

FOCUSING ON GENDER SENSITIZATION, DOMESTIC VIOLENCE, VICTIMS' NEEDS ASSESSMENTS, AND THE IMPACTS OF VIOLENCE IN 2014

**2.5%** INCREASE SINCE 2013 IN CASE INTAKE OF POLICE VICTIM SUPPORT UNIT,



FOLLOWING SUPPORT PROVIDED TO STRENGTHEN THE UNIT



LEGAL SECTOR RESOURCE CENTRE ESTABLISHED,

FOLLOWING APPROVAL OF THE NEW PENAL CODE IN 2014

**4000**

DOWNLOADS OF THE MOBILE APP CREATED TO

RAISE AWARENESS ON THE PENAL CODE



**100** PEOPLE FROM LAAMU ATOLL GAINED ACCESS TO HUMAN RIGHTS INFORMATION

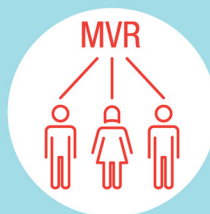


THROUGH THE UNDP SUPPORTED HUMAN RIGHTS CLINICS



THE LEGAL AID MODALITY TO COME TO EFFECT, IS A RESULT OF UNDP SUPPORTED EFFORTS TO

DEVELOP A LEGAL FRAMEWORK FOR A LEGAL AID MECHANISM



**20** STAFF FROM THE HUMAN RIGHTS COMMISSION OF THE MALDIVES SKILLED IN

HUMAN RIGHTS-BASED BUDGET ANALYSIS,

VIA TRAINING MODULES DEVELOPED BY UNDP

FIRST COMMUNITY POLICING STRATEGY

DEVELOPED AND IMPLEMENTED WITH IGP SUPPORT



**5000**

INDIVIDUALS TRAINED TO INCREASE KNOWLEDGE AND UNDERSTANDING OF THE PENAL CODE TO



ENSURE EFFECTIVE IMPLEMENTATION OF THE CODE

**17**

STAFF FROM THE MINISTRY OF LAW AND GENDER GIVEN TRAINING ON



REPORTING TO INTERNATIONAL TREATY BODIES ON STATE OBLIGATIONS

**78%**

OF CASES LODGED WITH POLICE IN 2013 INVESTIGATED, FOLLOWING TRAINING OF KEY SENIOR POLICE OFFICIALS IN



INTERNAL INVESTIGATIONS

FIRST LEGAL AND JUSTICE SECTOR BASELINE STUDY CONDUCTED IN THE COUNTRY, TO SUPPORT

EVIDENCE-BASED POLICY DECISIONS



FIRST EVER DISPUTE RESOLUTION DEPARTMENT ESTABLISHED WITHIN THE CIVIL COURT, FOLLOWING DIALOGUES ON JUSTICE SECTOR REFORM INITIATED BY UNDP



**18** STAKEHOLDERS EQUIPPED WITH INFORMATION ON FUNDAMENTAL RIGHTS, INTERNATIONAL LAW, ADVOCACY AND THE ROLE OF NGOS AND HUMAN RIGHTS DEFENDERS, SUPPORTED BY THE HUMAN RIGHTS COMMISSION OF THE MALDIVES AND UNDP



**18** JUDGES FROM SUPERIOR COURTS IN MALE', AND MAGISTRATE COURTS IN THE ISLANDS ATTENDED AN INFORMATION SESSION ON INTERNATIONAL HUMAN RIGHTS INSTRUMENTS AND THEIR APPLICATION



**10** AWARENESS SPOTS AND **10** VIDEO TUTORIALS ALONG WITH SOCIAL MEDIA TOOLS AND BOOKLETS DEVELOPED AS PART OF A COMPREHENSIVE ADVOCACY AND COMMUNICATIONS KIT ON THE PENAL CODE



## 03

# INSTITUTIONALISING THE RULE OF LAW AND ACCESS TO JUSTICE

*“UNDP through its Integrated Governance Programme (IGP) has greatly contributed in the areas of governance and gender. I acknowledge the significant achievements made during Phase I, such as the development of the National Gender Equality Policy and Gender Advocacy Strategy, and the roll out of the newly enacted Penal Code to all law enforcement agencies, prosecutors, independent institutions and government offices. It is also worthy to note that some of the key interventions made during Phase I, such as the establishment of Legal Sector Resource Center at the Attorney General’s Office and the launch of the Legal and Justice Sector Baseline Study, will be stepping stones in enhancing access to justice and rule of law in the Maldives.”*

- Uz.Mohamed Anil, Attorney General

Despite a number of achievements in the establishment of rule of law and protection of human rights in the Maldives, important challenges remain in the legal and justice sector. Public confidence in the judiciary and legal sector require strengthening, as access to justice remains limited. This is aggravated by a lack of understanding by citizens of their fundamental rights, a lack of awareness of justice system, and low levels of trust with respect to the quality of justice. These conditions have created momentum and an opportunity for collective action to increase access to justice and improve the administration of justice in the country.

UNDP aims to promote effective, responsive, accessible and fair justice systems as a pillar of democratic governance. Through IGP’s first phase, UNDP in the Maldives helped to create overarching visions and strategies that linked the actors in the justice chain, so that legal sector strengthening and access to justice measures remained catalytic and self-reinforcing. Concurrently, justice institutions were able to develop their capacities towards upholding the rule of law, protecting human rights, promoting gender equality and improving access to justice, contributing to an enabling environment for achieving the MDGs.

Through the IGP, UNDP's work with national partners focused on:



#### STRENGTHENING NATIONAL DIALOGUES ON JUSTICE SECTOR REFORM, AND CONSOLIDATING LINKAGES BETWEEN PARTNERS

» Inclusive and participatory national dialogues held on justice sector strengthening led to partnership building, and better coordination between justice sector institutions. The dialogues also paved way for the Civil Court to establish a Dispute Resolution Department for the first time in the country, and subsequently established the first Alternative Dispute Resolution (ADR) system in the justice sector.



#### INCREASING AWARENESS ON LEGAL AND HUMAN RIGHTS

» Through targeted trainings, workshops and information sessions, the IGP helped stakeholders from the justice sector; government institutions; civil society; and other key stakeholders to identify ways to respond to justice needs, including the protection of human rights and access to legal services. The sessions focused on legal awareness (including international law, international human rights instruments and other legal mechanisms), human rights awareness and advocacy, and awareness on the Constitution.



#### DEVELOPING AND IMPROVING STRATEGIC PLANS, POLICIES AND PROGRAMS TO SUPPORT THE RULE OF LAW AND ACCESS TO JUSTICE

» Legal frameworks for gender equality - Sexual Offences Act and the Sexual Harassment Act, enacted.

» Significant progress made towards developing a legal framework for a legal aid mechanism. This includes an assessment of legal aid options, legal aid forums, and consultations on a Legal Aid Green Paper, which formed the basis for drafting the Legal Aid Bill. UNDP's support towards the Legal Aid Bill will continue in 2016, via support to the Attorney General's Office to conduct public and stakeholder consultations in the formulation and advocacy for the Bill.



#### SUPPORTING EFFORTS TO TRANSFORM INSTITUTIONS TO UPHOLD FUNDAMENTAL RULES AND LAWS, AND ENSURE EFFECTIVE PROVISION OF JUSTICE

» Supported improvements of accountability, transparency and internal efficiency of the Maldives Police Service. This included the development of a rapid assessment of the Police Professional Standards Directorate, development and implementation of Professional Standards Command,

as well as trainings on SOPs and Operational Guidelines. Key senior police officers were also trained in internal investigations. IGP's support to the Police Victim Support Unit also assisted in empowering people, including the marginalized and vulnerable, to seek response and remedies for injustice.



#### ASCERTAINING THAT REFORMS MADE TO THE CRIMINAL JUSTICE SYSTEM ARE SUSTAINABLE

» Aided the successful roll out of the new Penal Code, drafted with support from UNDP. For the first time, the Penal Code codifies principles of Islamic Sharia law, one of the key sources of law embedded in the Maldivian legal system, and aims to ensure consistency and uniformity in the criminal justice system. Support was provided to establish the Legal Sector Resource Centre through which the Penal Code implementation was rolled out. Comprehensive advocacy and communications kit developed to assist the Attorney General's Office in dispensing information on the Penal Code, and trainings conducted for relevant personnel from various institutions on the Penal Code.



#### IMPROVING KNOWLEDGE ON THE RULE OF LAW AND ACCESS TO JUSTICE

» UNDP supported to conduct the Legal and Justice Sector Baseline Study in 2014 – the first of its kind to assess the legal and justice sector in the Maldives. The study aims to support evidence-based policy decisions across government institutions, civil society, and other actors.

» Supported the development of a continuous judicial education curriculum for the Judicial Academy, which will assist in conducting orientation and refresher trainings for judges. The curriculum focuses on legal research, judicial writing, case management, judicial administration, criminal, constitutional and civil laws.

*“The Penal Code removes the uncertainty and inconsistency of proceedings and sentencing.”*

*- Hussain Shameem, legal expert involved in the drafting of the Penal Code.*

Up Close:

## LESSONS IN EQUALITY AND HUMAN RIGHTS



When Aishath Mohamed, 20, and Najmu Nisa, 42, attended the workshop on human rights conducted by Jamiyyathul Birri - an NGO operating in the island of Naifaru, little did they know their outlook on life was about to be changed.

Aishath, an active member of a political party, and Najmu, an Administrative Officer working in the government cannery, couldn't have been more different. One didn't see the point in toiling away in an enclosed building the whole day, and the other didn't care much for politics. They never thought they would reach a common ground on an unlikely subject matter - human rights.

Not only did they come to a mutual understanding, but their existing viewpoints around the issue were challenged as well. The human rights workshop proved to be a fruitful undertaking towards this end. Facilitated by national level experts, among them advocacy officers from the Human Rights Commission of the Maldives, the session targeted community leaders, as well as youth and women of Naifaru Island, including Aishath and Najmu.

Although Aishath had gained significant experience working with the community through the various activities and rallies organized by her political party, the

workshop was the first time she accumulated a comprehensive understanding of human rights, particularly the rights underlined in the Constitution. "I can now apply this information to my work and explain to people whether their rights are being met according to the law," says Aishath.

Najmu, who had little awareness of human rights issues previously, had always thought of it as a fancy word used on paper, and had not realized that human rights had a legal standing. She did not know that human rights violations could be officially reported. "This workshop has inspired me to help so many people I meet on a regular basis. For instance, it has opened up my eyes to the abuses faced by migrant workers in many areas of their day-to-day lives," says Najmu, who counts the migrant workers at the cannery among her friends. Armed with the information received, Najmu says she is now well placed to take action against the sorts of exploitation these workers are subjected to. "They also have rights! Employers and others cannot exploit them and harass them just because they are foreigners," she lamented.

The work of Jamiyyathul Birri assisted to equip people like Aishath and Najmu, and many others on Naifaru Island with knowledge of human rights, and inspired them to demand for better rights and equality within their community.



# AT A GLANCE:

## 04 CREATING SAFE SPACES FOR DIALOGUE

**16** FACILITATORS TRAINED FOR THE FIRST TIME IN 2012 TO UNDERTAKE FORUM THEATRE ACTIVITIES FOCUSED ON

**COMMUNITY LEVEL DIALOGUES TO MANAGE TENSIONS**



**11** COMMUNITY DIALOGUE FACILITATORS WORKED WITH TARGET COMMUNITIES IN 2014 TO DEVELOP

**CONFLICT RESOLUTION AND DIALOGUE FACILITATION SKILLS**

AT THE COMMUNITY LEVEL



**130**

YOUTH, ALONG WITH POLICY MAKERS, MPS, LOCAL COUNCIL MEMBERS AND GOVERNMENT AGENCIES ATTENDED THE

**COMMUNITY BASED THEATRE DIALOGUES**

HELD IN 2014 TO DISCUSS KEY DEVELOPMENTAL ISSUES



**29**

**COMMUNITY DIALOGUES**

UNDERTAKEN IN 5 ATOLLS, FOCUSED ON ELECTIONS AND VOTER AWARENESS, SPACE FOR DIALOGUE ON POLITICAL ISSUES AND NEEDS OF COMMUNITY, CONFLICT RESOLUTION ON COMMUNITY ISSUES, AND YOUTH EMPLOYMENT

**525**



YOUTH (MAJORITY GIRLS) REACHED, AT THE **YOUTH DIALOGUES ON HARMONY AND TOLERANCE**

HELD IN 7 LOCATIONS IN LHAVIYANI ATOLL FROM 2014-2015

**250+**

PARTICIPANTS ATTENDED FOCUS GROUP DISCUSSIONS AT THE

**COMMUNITY-BASED DIALOGUE SESSIONS ON CONFLICT RESOLUTION**

HELD IN LHAVIYANI ATOLL FROM 2014-2015



**23**

**COMMUNITY-BASED THEATRE SESSIONS**

HELD IN 6 ATOLLS, FOCUSING ON GENDER-BASED VIOLENCE, YOUTH UNEMPLOYMENT, CORRUPTION, DRUG ABUSE, PEACEFUL ELECTIONS, AND YOUTH DISILLUSIONMENT



# 04

## CREATING SAFE SPACES FOR DIALOGUE

*“I’ve learnt that CBT is not just about raising awareness. It’s about inspiring necessary changes within a community. Most importantly, it’s about learning from each other”*

- Hysham Zahir, CBT Trainee

Small communities such as in the Maldives, are the worst affected during times of socio-political changes and polarization, due to the close proximity of the populace which can contribute to adverse effects on community psychology. Coupled with a general absence of constructive dialogue within and between these different communities at national and local levels, these deeply polarized and tense communities pose a key challenge to development in the country. It became imperative to encourage citizen participation, and facilitate dialogue and consensus building to reduce the cost of social deterioration.

IGP worked towards creating safe spaces for communities to hold dialogue, which contributed to preserving social harmony. The innovative concept of ‘Community-based Theatre (CBT)’ was also utilised to promote dialogue that was inclusive and addressed deeply rooted causes of conflict. In doing so, UNDP has worked towards building more resilient societies where processes exist for the peaceful mediation of differences that arise within communities.

To assist Maldivian communities to peacefully manage tensions, the IGP supported in:



### TRAINING FACILITATORS TO SERVE AS INTERMEDIARIES TO EXPEDITE DIALOGUE AMONG POLARIZED GROUPS AND SECTORS

- » A pool of resource persons trained on Conflict Resolution, Conflict Analysis and Dialogue Facilitation, who conducted community dialogues, and worked with selected target communities in developing conflict resolution and dialogue facilitation skills at the community level.
- » Facilitators trained on CBT: Support was also provided to trainees and their affiliated CSOs to promote dialogue on youth concerns and national priorities.



### ESTABLISHING AND CONVENING OPPORTUNITIES FOR DIALOGUE TO ADDRESS SPECIFIC ISSUES

- » Conflict-sensitivity, mediation and community dialogue initiatives held in selected geographical regions, which were instrumental in bringing different groups (youth, women, locally elected leaders) together in search for solutions.
- » UNDP in partnership with the National Career Guidance Centre at the Ministry of Youth conducted youth dialogues using CBT, relating to issues that lead up to youth unemployment.



### BROADER SUPPORT TO ENABLE COMMUNITIES TO POSSESS THEIR OWN SKILLS TO FURTHER SOCIAL COHESION

- » Supported the development of the Social Cohesion and Development Analysis (SCDA), which identifies the local capacities for peace and social cohesion, and familiarizes the community with the concept of community dialogue as a tool for enhanced social harmony.

## COMMUNITY-BASED THEATRE A THEATRE AT THE SERVICE OF ORDINARY PEOPLE

Community-based theatre is an entirely community-driven process, which promotes people-led dialogues on sensitive community issues and conflicts. It brings communities together to collectively discuss important concerns, and develop and perform interactive plays about these issues in order to search for grassroots solutions. It focuses on the inclusion of and respect for multiple perspectives around the same issues by engaging the audience. The concept builds upon the intellectual, emotional and creative resources of participants. It increases self-confidence, self-awareness and self-worth, and validates individual stories and experiences.





Up Close:

## DAN'S STORY:



Dhaanish Nashid (Dan), 22, has been volunteering since a young age. He has also represented Maldives at the Commonwealth Change Makers Forum, which led to his flagship project *Damage Control*, inspired by his strong love for the sea. It entailed cleaning up the garbage on the beaches for an hour every day, assisted by his entourage of supportive friends.

Dan's passion for civic engagement and volunteerism isn't just limited to the environment. He is one of the first UNDP trained facilitators of the Community-based Theatre Forum (CBT).

"During my time as a facilitator, I came across this young person who was totally lost. He had dropped out of school and did not have a job. When we began the theatre forums, I began to notice significant changes in him. For once he began thinking about what he had been doing the whole time," Dan recalled his experience as a facilitator.

"When we finally finished the sessions, he came to me and said that he wanted to change. His desire for change was largely because through CBT, he got the opportunity to see how he was like from a third-person viewpoint. That hit him hard," Dan added. Today, that youth has a job, and all he needed was a forum to express himself and see opportunity. That, Dan says, is the real beauty of Civic Engagement.

## KOLHUFUSHI'S STORY:

The people of Kolhufushi Island were concerned over how they had become self-absorbed and less friendly, following the 2004 tsunami. Many of them remained unhappy with the lack of progress made in terms of reconstruction, and having to live in tiny, temporary homes. This was coupled with many migrating to the capital Male' which had left the island community with the perception of a lost generation. The volatile social and political conditions saw the island being divided into two factions.

Both factions were represented at a workshop held to facilitate the CBT dialogues on the island. Through this activity the community was presented with the opportunity to explore the root causes of the tensions that existed amongst them, and seek remedies. When asked to make theatrical images of how they would wish the future to look like on the island, the participants aspired to return to a "normal life, as it was before the tsunami - a life where people smiled at each other, and a life where people can live in peace, with proper housing, education and employment."

During the theatre exercises, some of the participants were able to share personal stories of deep losses experienced during the tsunami. "After 8 years, I finally felt I could talk about what had happened. It hurts to tell these stories, but I also feel better doing so," one of the male

participants shared with the group.



# AT A GLANCE:

## 05 FOSTERING AN ACTIVE CITIZENSHIP

# 42

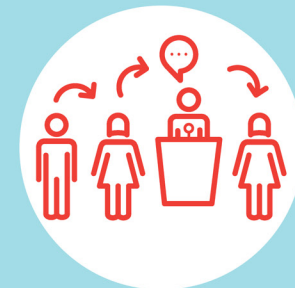
**COMMUNITY DEVELOPMENT PROJECTS**

SUCCESSFULLY UNDERTAKEN ACROSS 16 ATOLLS AND NATIONALLY, VIA GRANTS AWARDED TO CIVIL SOCIETY ORGANISATIONS



# 500+

YOUNG PEOPLE TRAINED THROUGH THE

**YOUTH LEADERSHIP PROGRAMME**

# 22

**WOMEN LEADERS,**

AND ASPIRING LEADERS NETWORKED WITH NATIONAL AND COMMUNITY-LEVEL WOMEN POLITICAL LEADERS, LEADING TO THE DEVELOPMENT OF THE 'WOMEN'S VISION' DOCUMENT, WHICH FACILITATES DIALOGUE TO

**DEVELOP GRASSROOTS INITIATIVES IN AREAS OF CONCERN FOR WOMEN**

# 28

WOMEN COUNCILLORS PARTICIPATED AT THE

**FIRST EVER NETWORKING FORUM FOR WOMEN COUNCILLORS,**

WHERE THEY RECEIVED INFORMATION ON LEADERSHIP, GENDER AND DEVELOPMENT AND GOVERNANCE SYSTEM



# 100+

NGO REPRESENTATIVES

ACROSS THE COUNTRY, PARTICIPATED AT THE NGO FORUM, WHERE THEY WERE ABLE TO

**STRATEGIZE ON MATTERS OF MUTUAL INTEREST**

# 05

## FOSTERING AN ACTIVE CITIZENSHIP

*“As the role of NGOs become bigger in the islands, these workshops are useful as it presents ways for NGOs to better plan and become more structured in our work.”*

*-Abdul Raheem Nashid Abdul Latheef, NGO Naifaru Juvenile*

A robust civil society is essential in promoting good governance in young democracies such as the Maldives. They are the key channels through which marginalized groups make their voices heard. They are also an essential means, not only of protecting and promoting rights, but also in fostering social cohesion in an increasingly tense political context.

Out of the 1800 registered civil society organizations in the Maldives, a number of key organisations are contributing to the development of a participatory and democratic culture through engaging in partnerships with local governments and community-level organizations. However, stronger efforts are needed to strengthen civil society networks and links between CSOs working at a national and local level - particularly in the areas of advocacy and partnership building with the public and private sector, to facilitate effective service delivery.

Given the growing role and influence of civil society actors in development debate and practice, UNDP through IGP emphasized on the need to draw on the strengths and capacities that exist in this sector to maximize the potential of civic engagement for development.

Towards this end, IGP focused on:



### MEDIUM-TERM GRANTS TO ADVANCE AND SUPPORT DEMOCRATIC GOVERNANCE

- » IGP's small grants was scaled up to a Medium-term Grants Programme to provide more targeted and sustainable support to CSOs, particularly in the field of human rights, governance, rights-based development, youth development, policy advocacy on national and local issues, and gender equality and women's empowerment.



### TRAININGS THAT MEET THE NEEDS OF CIVIL SOCIETY

- » Conducted a one-year training programme targeted at CSOs to enhance technical capacities for effective internal governance and results-based programming.
- » Developed training materials, and conducted trainings for women targeting parliamentary and local council elections through workshops, media and online resources.



### RESEARCH FOR TARGETED ASSISTANCE

- » Conducted a comprehensive nationwide mapping of civil society in Maldives, which aided in evidence-based programming to ensure maximum impact.



### ENGAGING YOUTH IN LEADERSHIP AND LEARNING

- » Developed and institutionalised the Youth Leadership Programme (YLP) which has created over 100 youth leaders who are now active members in their own communities.



### DIALOGUE FOR PROGRESS

- » Piloted and conducted issue-based dialogue initiatives, which aimed to bring all stakeholders from communities together to discuss on matters relevant to specific communities.

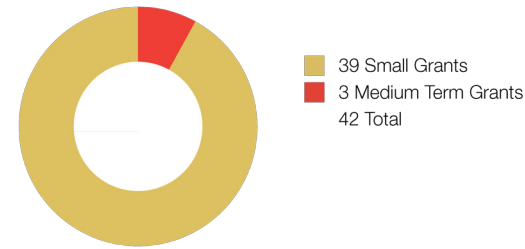
### VISIBLE SUCCESSES

The success of the Youth Leadership Programme (YLP) established through the small grants facility scheme of UNDP/IGP, has resulted in the YLP being conducted as an annual programme. The project was also scaled up to establish an e-alumni network consisting of focal persons from across the country, for better coordination and networking. More than 500 young people have been trained through YLP till date and participants have gone on to become local councillors, executive directors of CSOs, and are active contributors in their local communities.

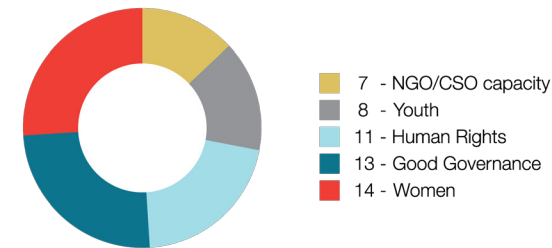
With UNDP/IGP's support, local NGO Maldivian Democracy Network (MDN) launched its report on Electoral Violence Monitoring for the first local council elections in Maldives. The purpose of this initiative was to establish a baseline level of electoral violence in the Maldives and to generate conversation and recommendations regarding how electoral violence could be mitigated in the future. As such, a toolkit was developed for future monitoring. The finding also identified electoral violence 'hotspots' in the country.

NGO Naifaru Juvenile has emerged as a strong and vibrant regional civil society actor in Lhaviyani Atoll. UNDP has provided consistent support to 'Juvenile's' successes through various interventions, most recently through the small grants program. Through their project 'True the Vote' targeted at the 2013 Presidential Elections, the NGO was able to train and mobilise more than 50 young people as election observers across the atoll.

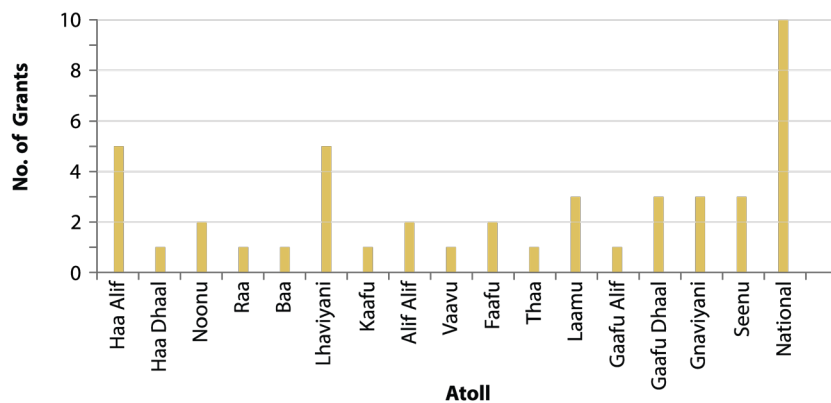
### GRANTS DISBURSED TO CIVIL SOCIETY THROUGH UNDP/IGP PHASE ONE



### GRANTS BY THEMATIC AREAS



### GRANTS BY ATOLLS



### PRIMARY THEMATIC AREAS TARGETED UNDER THE GRANTS PROGRAMME



Up Close:

## DREAMS FROM THE YOUTH

*“I feel the youth are not taken seriously, or as a priority.”*

- Adam Yaish.



“People often see youth as a problem waiting to happen”

Adam Yaish, 16, attended school in Thoddoo Island, in the North of the Maldives, and Shanaz Mohamed, 19, goes to university miles away in Malaysia. Yet when they met at the Youth Leadership Programme (YLP) a few months later at Bandos Island in the Maldives, the platform acted as the catalyst that tied together their shared vision: by actively engaging to change the perception around youth as being idle and incapable.

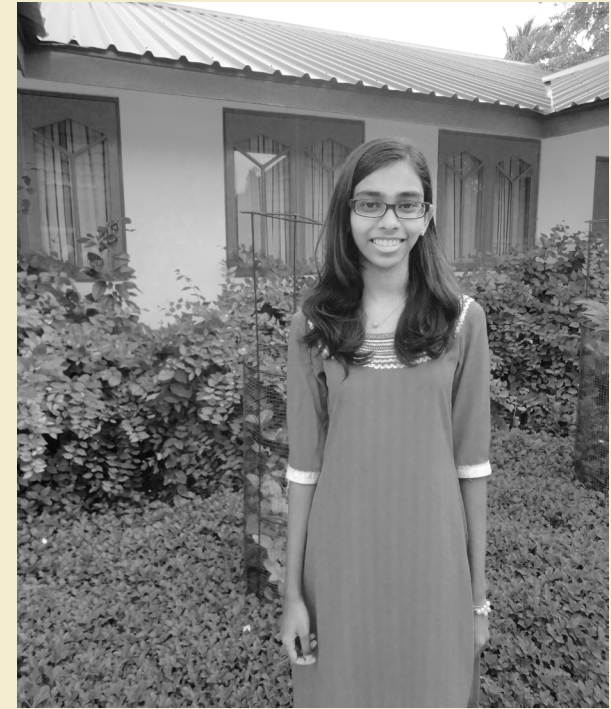
“Youth are often considered as being too young to stand up, voice out or contribute positively to our societies. I feel we are not taken seriously, or as a priority. We have to change that. It will be hard, but we have to try,” says Yaish. He adds that the YLP has created the avenue for the youth participants to develop critical skills such as personal development and leadership skills, which would come in handy when participants ultimately take on the daunting tasks of making a difference in their communities when they leave the programme. Both participants agree that the programme has helped develop many skills they lacked, such as the confidence to speak publicly, and to be more assertive.

Organized by NGO Democracy House in partnership with the Institute of Governance and Development, and the People’s Majlis (parliament) along with UNDP, the third Youth Leadership Programme mentored 40 participants from across the country, who were selected to take part in the three-week programme.

The participants learnt about cultural awareness, civic education, democratic principles and functions of the parliament through a series of parliamentary education sessions. “At the parliamentary session, one of the MP’s encouraged us to write out our thoughts, so that he could consider them in the Education Bill,” Shanaz excitedly notes. The YLP also focused on key societal issues such as child protection, gender inequality, conflict resolution, human rights, extremism and intolerance of minority groups. UNDP staff also participated in these sessions as resource persons to present and discuss topics such as environmental management and conflict prevention.

While Yaish found the session on reproductive health to be refreshing and informative, Shanaz adds that “I have realized that you don’t have to necessarily start this big NGO and undertake several projects to make a difference, but it can start with small things like saying ‘thank you’, and being kind to people who are different from us.” She is determined to teach her young cousins not to discriminate people based on their disabilities, or where they come from.

Yaish and Shanaz observed that the programme was an eye-opener, considering the exposure from activities such



*“...We can start with small things like saying ‘thank you’, and being kind to people who are different from us.”*

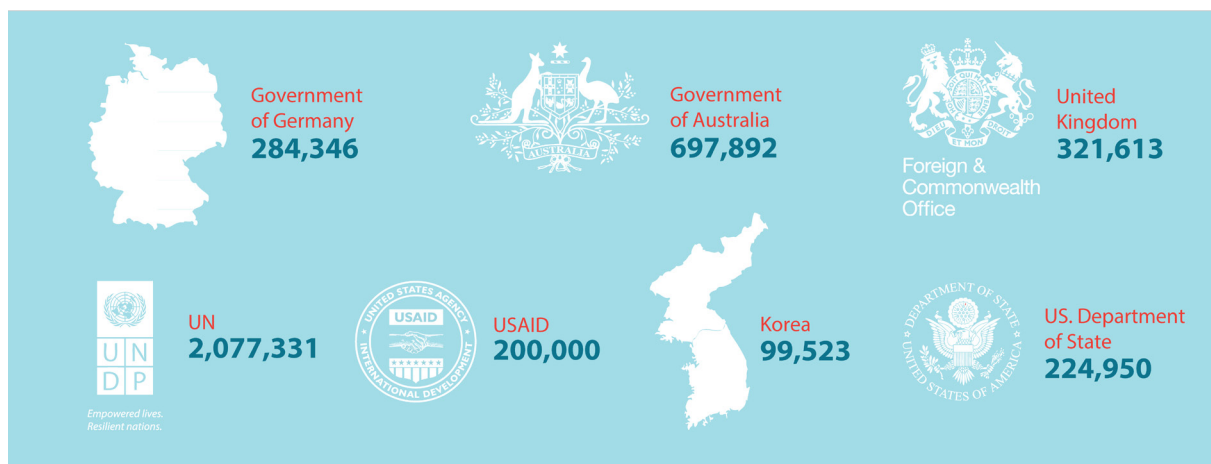
- Shanaz Mohamed

as the field trip to the military training island, where they learnt self-defense tactics, and especially the visit to Guraidhoo Special Care Centre, the primary residence for the country’s elderly. “The visit prompted us to reflect on the human stories,” says Shanaz.

Shanaz says that no matter where she is in the world, she will take back the lessons she learnt at the YLP with her, and try to make that small difference which would matter. Similarly Yaish adds, “I have met so many dedicated people, heard so many inspiring stories. I have learned to never give up.

# LEVERAGING RESULTS

## FUNDING SOURCES AND CONTRIBUTING PARTNERS



**Total Expenditure = USD 3,905,655**

### NATIONAL OWNERSHIP

List of Institutions that served on the IGP Boards

#### IGP Board Members:

- President's Office
- Local Government Authority
- Transparency Maldives
- Ministry of Finance and Treasury
- Attorney General's Office
- UNDP
- Supreme Court of the Maldives

#### Technical Committee for UNDP/IGP Result Area One: Strengthening national and local institutions with a focus on local governance

- Local Government Authority
- President's Office
- People's Majlis
- Election Commission of Maldives
- Civil Service Commission

#### Technical Committee for UNDP/IGP Result Area Two: Equitable access to justice and rule of law, and promotion of human rights

- Human Rights Commission of the Maldives
- Ministry of Home Affairs
- Prosecutor General's Office
- Department of Judicial Administration
- Maldives Police Service
- Judicial Service Commission
- Supreme Court of the Maldives
- Attorney General's Office

#### Technical Committee for UNDP/IGP Result Area Three: Enhance social cohesion

- Ministry of Youth and Sports
- Democracy House
- Transparency Maldives
- Maldives Broadcasting Commission
- Local Government Authority
- Ministry of Law and Gender
- Maldivian Democracy Network
- Ministry of Home Affairs

*“Australia and the Maldives have a positive relationship, built on trade and investment, people to people links, and a shared history in the Commonwealth. Australia has supported IGP’s governance work during a critical time in the Maldives’ democratic transition. IGP’s work in strengthening citizen engagement and promoting the rule of law, equitable access to justice and respect for human rights, plays an important role in building effective democratic governance in the Maldives. Australia looks forward to continuing our partnership with UNDP Maldives and the Government of the Maldives to support improved transparency, accountability and democratic processes.”*

*- Ms. Charlotte Blundell, Counsellor, Development Cooperation, Sri Lanka and Maldives, Department of Foreign Affairs and Trade*

# NEXT PHASE

## *New Direction: Better Prospects*

Central to the transformations that UNDP envisions in its second phase of the Integrated Governance Programme is a more targeted, and comprehensive alignment to national priority areas. The new direction enables UNDP Maldives to gear up to work in innovative ways—delivering more focused results. UNDP’s work in the country will also continue to be guided by the systematic use of high-quality data and evidence.

In this regard, the second phase of the programme has been shaped with a focus on national priority areas in support of governance, including: strengthening institutional capacities for legislative reform; enhancing access to justice and rule of law; strengthening good governance across state institutions; civil society development and private sector partnerships, and decentralization.

The next phase of the UNDP/IGP will further be reflective of the Government’s own priorities for UN support for the period 2016-2020, which consists of a focus on governance; youth; children; gender, and the environment. The programme is also inclusive of priority areas identified by national decision-makers and partners within the framework of the existing IGP as well as findings and recommendations of the IGP mid-term review.

As such, IGP Phase II is consolidated into two focus result areas:



Increased voice and citizen participation for strengthened governance systems, and



Enhanced access to justice and protection of human rights

Accelerated support from international partners of the Maldives will be fundamental to the success of the next phase of the IGP, as UNDP continues to work with national partners, including the Government, civil society and private sector to implement these results areas. Dedicated partnerships will assist UNDP in consolidating its on-going support to democratic governance amidst the rapidly evolving political context, and ensure its efforts to usher in inclusive, sustainable development to the Maldives is met with success.



*Empowered lives.  
Resilient nations.*

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