



**United Nations Development Programme**

**Country: Maldives**

**Programme Document**

**Integrated Governance Programme: Deepening democracy for a resilient and peaceful society in the Maldives**

**UNDAF Outcome(s):** 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; 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.

**Expected Output(s): From CPD (2012-2015)**

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

**Expected Programme Goals and Results:**

**Programme Goal:** To build a resilient and peaceful democratic society through effective and accountable governance institutions, improved social cohesion and strengthened capacity of civil society to meaningfully participate in the public life.

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

**Programme Result 2:** Equitable access to justice increased and rule of law strengthened through support to the justice sector, including judiciary and promotion of human rights.

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

**Implementing Partner:** UNDP

**Responsible Parties:** President's Office, Elections Commission, Parliament (Majlis), Civil Service Commission, Local Government Authority, Local Councils, Ministry of Home Affairs, Ministry of Human Resources, Youth and Sports, Department of National Planning, , Civil Society, Parliament, Maldives Broadcasting Commission, Media Council, Supreme Court and other Courts, Judicial Services Commission, Attorney General's Office, Prosecutor General's Office, Human Rights Commission of the Maldives, Police, Policy Integrity Commission and Maldives National University.

### Brief Description

The programme will consolidate ongoing and planned democratic governance projects supported by UNDP Maldives in a comprehensive framework that will generate close synergies between various activities, support the country's smooth democratic transition in the context of an evolving democracy. It aims to strengthen democratic institutions, processes and practices, promote their sustainability and improve social cohesion and human security for all people of the Maldives. Activities will enable broader and more effective participation in democratic governance. Using a human rights-based approach, the framework will provide a means to improve the capacities of key institutions such as the Parliament, Judiciary, Elections Commission and Local Councils, through targeted capacity building and the provision of a platform for decision-making on development priorities. In doing so, the programme also seeks to empower women and youth, and enhance their participation in public life.

Programme Period:	2012 - 2015
Key Result Area (Strategic Plan): Democratic Governance in the Maldives	Strengthening
Atlas Award ID:	_68355_
Start date:	10 August 2012
End Date	30 June 2015
PAC Meeting Date	_2 July 2012_
Management Arrangements	_DIM_

Budget:	USD 6,787,659
Total resources required	USD 6,787,659
Total allocated resources:	USD 2,611,896
• Regular	USD 295,480
Other:	
• Germany	USD 749,439
• AusAID	USD 366,036
• DGTTF	USD 493,946
• Korea TF	USD 50,000
• EU	USD 75,495
• UNDEF	USD 275,000
• BCPR	USD 300,000
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Unfunded budget:	USD 4,175,763
In-kind Contributions	

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Agreed by Implementing Partner (UNDP):

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Agreed by the Government of the Maldives (Ministry of Finance):

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## I. SITUATION ANALYSIS

From the period of democratic reforms to the present day, the Maldivian political and economic system, institutions, and society at large have evolved in parallel with rapid changes in many areas of public life, and in the face of significant internal and external pressures. Uncertainty in the political sphere has been a defining feature since the country's first-ever openly contested elections in 2008, which ended the thirty-year rule of one president. Significant progress has nevertheless been made, with democratic institutions emerging within the framework of the new constitution, which established a multi-party system based on the separation of power. As in any society, these changes and pressures are accompanied by – and indeed are often the cause of – tensions which must be managed in order to maintain stability, safeguard rights, promote peaceful coexistence and allow development to proceed.

In November 2009, the Government launched the 5 year Strategic Action Plan (SAP) as the Government's agenda for national development. Strategies under the SAP entail the promotion of social justice, economic development and establishing good governance. The focus areas under good governance are rule of law, public sector administration reform, decentralisation, eliminating corruption and strengthening foreign policy including promoting and upholding obligations under international human rights treaties and conventions that the Maldives has signed up to.

An unexpected transfer of power in February 2012 ushered in a new administration led by a coalition of former opposition parties, and illustrated the significant challenges facing the country in its nascent democratic transition. The events highlighted the delicate state of the country's governing bodies, exacerbated an ongoing political stand-off, and aggravated already tense inter-group relations. The development of effective and inclusive governance institutions and processes, consolidation of the rule of law, and the evolution of an informed civil society and an independent, professional media remain in their formative stages. A looming economic crisis and the prospect of severe financial constraints in the public sector suggest the need for urgent, and inevitably unpopular, reforms. The overall context is one of deep structural challenges which create immediate and long-term risks of heightened political and social strain. Maldives is a middle income country that has achieved five out of the eight MDGs ahead of the 2015 deadline, making it South Asia's only "MDG+" country. Progress has been substantial in all except achieving gender equality and women's empowerment (MDG3), ensuring environmental sustainability (MDG7) and developing a global partnership for development (MDG8). These vulnerabilities are compounded by regional differences between the capital, Male, and the rest of the country.

The ongoing political uncertainties and social tensions is a symptom of these structural challenges, and also reflect widespread polarisation and a general absence of constructive dialogue within and between different communities and their elected representatives at national and local level. Rapid resolution of the immediate issues is unlikely, and institutional capacities for inclusive, participatory processes, dialogue and exchange to address them over the long term are limited. Formal and informal mechanisms for the expression and redress of grievances are few and highly underdeveloped. Local officials and individuals at community level are not prepared to play a meaningful role in broader efforts to manage social tensions. There are few means through which parties and groups can communicate, bridge differences between themselves, and proactively address the sources of potential disputes – to help de-escalate tension and prevent possible unrest.

Measures are needed to address the underlying causes of the tensions and other deep-rooted issues, the regional inequalities in human development, and to enable effective resolution of emerging issues which can disrupt social relations if left unaddressed. There is enormous pressure on fledgling institutions at local and national level to maintain stability, safeguard human security, deliver services and peacefully manage change. These institutions need support to perform their mandated functions in a transparent and accountable way, and to play potentially new roles in light of new challenges. Long-term, multi-sector support in an integrated manner is necessary to help strengthen capacities of both the state and civil society, promote and develop participatory democratic processes, facilitate dialogue and promote a cohesive society.

### ***Political processes and democratic institutions***

Three areas for targeted development support in the Maldives, as in many countries in transition, are: governing institutions; consensus and coordination between and within the branches of government; and electoral processes.

At the institutional level, an enabling environment must be created for all state institutions, including independent commissions, to perform their roles, fulfil their responsibilities and provide services to citizens within established legal frameworks. Newly-established democratic institutions are in their formative stages and their capacity to deliver on their mandates must be reinforced. Low public confidence may otherwise undermine the country's democratic consolidation. Reforms introduced in the previous decade must be implemented and a positive relationship built between citizens and the state – with each playing a crucial role in the establishment of a functional democratic system.

Newly elected local governments lack funding and capacity to discharge their functions linked to public finance management, budgeting, and service delivery. There is a need to strengthen these functions through financial decentralisation, a block grant system, and capacity building with communities and community based/civil society organisations. There is also a need to clarify functions, roles and responsibilities, and the extent of powers for line ministries and the Local Government Authority.

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Significant efforts have been made to bring about public administration reform, including a public service, particularly the civil service, which is able to function in the new democratic environment. An independent Civil Service Commission was created early in the reform process and is leading efforts to create a civil service that is transparent and service-oriented, and free from political favouritism and influence. A strong, resilient civil service will enable government to function in spite of changes in the political sphere.

Lack of consensus between the executive and legislative branches, and within the parliament, has at times slowed implementation of the new constitution and inhibited progress of the democratisation process. This has included the inability of parliament to pass laws, including critical legislation such as the Penal Code and the Criminal Procedure Code. The first ever fully elected Parliament faces many challenges in fulfilling its role. Many new parliamentarians have limited knowledge and experience to carry out their functions, while managing party demands and public expectations. With more than 140 bills on the legislative agenda, parliament must pass important and urgent laws within a limited timeframe, and with severe budget constraints. At the same time, human rights and freedoms, criminal justice, gender equality and other basic democratic principles are relatively new to the country and must be enshrined in law. Politicians, parliamentarians and the public alike must be sensitised to these issues, and must work together to determine what they mean in the context of Maldivian society.

An imminent test in the ongoing democratic transition is the Presidential elections scheduled for late 2013 (unless an earlier date is agreed by political parties). The contentious nature of the unforeseen transfer of power in February, and related disagreement about the timing of the elections further underline the importance of a transparent, fair and fully inclusive process. Parliamentary and local government elections follow in 2014. An efficient and uncontroversial election process is essential to avoid further tensions in the immediate term and contribute to the long-term consolidation of democracy. In this context, and with such high stakes, the Elections Commission urgently needs support to build its institutional and technical capacity to increase its transparency and to make its operating systems and processes more efficient.

### ***Rule of law, access to justice and promotion of human rights***

After thirty years of single party governance, the scope and language of the Maldives 2008 Constitution promised a new era. For the first time in the country's history, the separation of powers between the judiciary, legislature and executive was established, and the President was empowered to "promote the rule of law and to protect the rights and freedoms of all people."<sup>1</sup> In addition to an independent judiciary, a Judicial Services Commission, Human Rights Commission and Prosecutor General's Office were created.<sup>2</sup>

The justice sector, and the judiciary in particular, has been a point of tension and disagreement between political parties, and a central focus of the political fallout. Reducing the risk of continuing problems therefore requires direct support to enhance the function and efficacy of the sector, including through development of relevant knowledge and skills, and improved coordination with other justice institutions and actors such as the offices of the Attorney General and Prosecutor General, the police, legal professionals, human rights institutions and civil society. Focusing on coordination and engagement amongst rule of law actors promises better service delivery and enhanced access to justice – key factors in building public confidence in such institutions and the decisions they make.

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Other challenges have emerged as reform efforts have not kept pace with needs. Critical legislation affecting the various links of the justice chain has not been passed. As a consequence, Maldives continues to apply a 40-year old anachronistic penal code that is widely seen as an area for urgent law-making. At the same time, there is neither a criminal nor civil procedure act, and the existing Evidence Act, barely more than one page, is inadequate. Not passing or delaying such bills has ultimately eroded of the rule of law and the protection of human rights as enshrined by the constitution.

Many issues highlighted in 2007 by the Special Rapporteur on the Independence of the Judiciary remain valid, including the lack of public confidence in judicial independence, limited access to justice (especially on outer islands), and the lack of legal representation. These issues were highlighted in subsequent assessments by UNDP and the International Commission of Jurists (ICJ) in 2009 and 2011 respectively.<sup>3</sup> The lack of familiarity with the role and functions of independent institutions in a democratic system, together with severely limited specialised expertise in critical fields such as adjudication and human rights, represent long-term challenges for broader access to justice.

Limited qualifications and specialised training of some judges and magistrates are additional sources of concern. The Judges Act passed in 2010 requires serving judges to meet certain

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<sup>1</sup> Constitution of the Republic of the Maldives, Article 115(c).

<sup>2</sup> Constitution of the Republic of the Maldives (2008), Chapters 6 and 7.

<sup>3</sup> <http://www.icj.org/dwn/database/Maldives%20ICJ%20Mission%20Report%202011-02-11.pdf>

standards within seven years or face dismissal. The Judicial Service Commission (JSC), mandated by the Constitution to vet judges for fitness, must therefore establish robust systems for performance management and appointments and dismissal of judges. The capacity of the judiciary must be further strengthened through support to the recently established Judicial Training Institute

In recent years, the human rights situation in the Maldives has improved significantly, and efforts by the previous and current governments to expand freedoms and protect human rights have received international recognition. However, several shortcomings remain and there are major challenges to improve the situation – including around civil and political rights, and emerging complex issues such as human trafficking and the rights of migrant workers. One in three women between the ages of 15-49 are estimated to suffer abuse at the hands of partners or family members. Although the recent passage of the domestic violence bill is a positive development, there is a need to ensure law is translated into action on the ground. Differing interpretations of Sharia'h law, which is enshrined in the constitution, may have implications for the country meeting international human rights standards. The Human Rights Commission of the Maldives (HRCM), the key institution mandated to monitor, promote and protect human rights, needs support in the areas of technical expertise, institutional structure, advocacy and leadership. With constitutional guarantees for a host of human rights and freedoms, there is a parallel need to reinforce institutions and develop systems to safeguard and deliver these rights, and to guarantee remedies for individual grievances. Simultaneously, there is a pressing need to create avenues and increase awareness among the public in order to enhance citizens' ability to avail themselves of these rights. This includes the guarantee of access to legal aid counsel, a provision of the new constitution. The police remain a key link within the justice chain as they often represent the first entry point into the legal system. As such, the Maldives Police Service (MPS) have taken steps to improve the capacity of their officers. However, the MPS acknowledges more training is required, particularly in the area of community policing, SGBV, crowd control and other election-related policing.

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### ***Building capacities for democratic dialogue and social cohesion***

Polarisation is a defining characteristic of the social and political tensions in Maldives. The transfer of power was symptomatic of the breakdown of political processes, which itself reflects tense inter-group relations and a society divided by geography, political affiliation and diverging views on democracy and change. Political action has migrated from parliament to the street, with public rallies and biased media reports replacing direct, constructive communication. Group mobilisation brings hardened positions and increased risk of confrontation. Tensions are high and there is no space for considered exchange or a search for solutions to the significant challenges facing the country.

The social and political tensions evident in Maldives highlight the need for institutions, mechanisms, knowledge and skills to understand and address key issues, build tolerance and prevent conflict. Political polarisation has caused friction and division from the capital to small island communities. New freedoms, particularly freedom of expression, have enabled more radical political and religious views to influence mainstream discourse. A religious and ideological divide is increasingly clear between population centres and small islands, with rising religious conservatism in the public sphere.

Governance institutions with challenges, a judiciary of limited capacities and independence, a police force operating with limited experience and an incomplete regulatory framework, and independent institutions unable to fulfil their oversight and public complaint functions – are facing difficulties with managing these dynamics, promoting consensus, delivering basic services, and implementing relevant policy measures. A media which is also facing

challenges in terms of severely limited technical expertise and professionals in the field, financial and human resources and limited editorial independence plays a very limited role in contributing to the democratic discourse.

Existing uncertainties in the political situation, as well as the upcoming Presidential, Parliamentary and local elections have the potential to increase tensions and cause further polarisation and instability. There is a need to support key institutions and actors at national and local level, including civil society, informal networks, media, and vulnerable groups such as women and youth to ensure credible electoral processes, promote inclusiveness and address the needs and aspirations of communities and individuals.

#### *Civil Society Organisations*

Maldivian civil society remains in an early organisational phase. A small number of NGOs are established and working in the areas of democracy, social cohesion and human rights. In the current context, civil society has a particularly important role in promoting transparency, accountability, the rule of law and other aspects of good governance. Civil society organisations also provide what is often the only channel through which marginalised groups can make their voices heard. They are also an essential means of protecting and promoting civil, political, social and economic rights.

A number of key NGOs are contributing to the development of a participatory and democratic culture through awareness-raising and training for local governments and community-level organisations. They also play a key role in monitoring reforms and legislation. Efforts to further strengthen civil society networks and links between CSOs and CBOs at local level, particularly to support their technical knowledge and develop their functionality and strategic management capacity, will complement and reinforce related capacity-building activities in the public sector.

#### *Media*

As in the political and social spheres, the media is largely perceived as being divided along party lines. Indeed, structural challenges and capacity constraints limit the opportunity for the media to serve as a platform for generating evidence based information and open debate. The general absence of a culture of debate and discussion as a means to resolve differences has exacerbated the problem. As a result, the expansion of media throughout the democratic reforms has not expanded the democratic space. Targeted support is needed to contribute to the development of professional standards and corresponding capacities, effective oversight bodies and good practice. Community media, particularly community radio, is also important in the context of the efforts to decentralise governance in the Maldives. However, there are currently no community broadcasters in the country.

#### *Vulnerable groups (women and youth)*

Women remain under-represented in the political and economic spheres. Both structural and practical barriers limit the participation of Maldivian women in public life. In addition, a shift towards more conservative religious practices has resulted in increasing restrictions on women's role in the public domain. According to the Second MDG Progress Report, while gender parity has been achieved in education and the proportion of women in paying jobs is increasing, men still dominate decision-making. Tremendous challenges persist in an environment of limited democratic space where political competition is restricted.

With economic opportunities not keeping pace with the growing youth population, youth unemployment rates are on the rise. There is also a steady increase in crime rates among youth, including violent crimes. Limited opportunities for advancement may also contribute to increasing Islamic radicalism among youth. Although young people constitute a third of the workforce and are potentially the driving force for growth, youth voices are seldom

considered in development planning. At the same time, most young people lack the basic civic awareness necessary to make informed demands of their elected leaders and to participate in political and decision making processes. A number of political parties have recognised the importance of this demographic with the establishment of youth wings.

Developing capacities of women and youth in the area of conflict mitigation and consensus building can contribute to mitigating community tensions and simultaneously promote participation and involvement in decision making and governance. The democratic transition provides the ideal opportunity to build the capacity of future leaders to champion democratic principles, inclusivity and social cohesion.

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## II. OVERALL PROGRAMME STRATEGY

In view of the existing challenges and needs, UNDP Maldives has developed the integrated Governance Programme described herein to consolidate its ongoing support to democratic governance and maintain its relevance in a rapidly evolving political context.

In alignment with the UNDAF and the CPD (2011 – 2015), nine projects were previously elaborated in various areas to promote constructive political dialogue, build capacity of governance institutions, support greater civic participation including of youth and women, and promote rule of law and access to justice.<sup>4</sup> Support of UNDP Maldives since 2008 has been delivered through four CPD outcomes on enhanced transparency and accountability of public institutions, equitable access to justice and rule of law, and strengthening of civil society and culture of respect for human rights. While notable results have been achieved in building institutional capacities in each of the respective areas, coordination of the various efforts and between key actors (e.g. among the three branches of government, between the public sector and civil society, between independent institutions and the executive, etc.) has been limited, constraining optimal results.

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In the current context, continuing institutional development must be more carefully focused and accompanied by efforts to institutionalise more effective procedures in the public sector and facilitate constructive dialogue and social cohesion. UNDP Maldives seeks to advance these concurrent and mutually reinforcing aims through a comprehensive, holistic and integrated approach. Key programme aims are to build on and consolidate relevant past projects and undertake new initiatives to address both structural and emerging challenges in Maldives – through direct targeted activities and by incorporating a social cohesion perspective in all areas of work.

General programme support will focus on priority areas identified in the situational analysis to **promote further democratic consolidation, deepen democratic governance and help Maldives manage the ongoing political crisis. Measures will include the development of transparent and accountable governance institutions, including justice sector institutions; improved capacity for dialogue, information exchange and early warning to help mitigate, de-escalate and proactively address tensions within and between communities and strengthen local governance and public administration for improved service delivery.** As the diverse challenges facing the country cannot be separated,

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<sup>4</sup> These include : Programme on Building Trust, Confidence and National Capacities for the Management of Change in Maldives (BTCNC); Support to Civil Society Development in the Maldives; Promoting Youth Civic Engagement and Leadership of Women; Programme on Supporting Democratic Transition; Civic Engagement Project; Building an Efficient, Service-oriented and Transparent Administration Project; Strengthening Local Democracy and Governance in the Maldives; Protecting Human Rights and Promoting Access to Justice in the Maldives; and Capacity Development of the Human Rights Commission of the Maldives.



concurrent targeted activities in these areas, sensitive to the reality of the current context, will be catalytic in addressing key issues, managing tensions, reinforcing capacities for peace and preventing the fragile transition from failing.

### ***Programme Goal***

To help Maldives build a resilient and peaceful democratic society and deepen democratic principles in the country through effective and accountable governance institutions and enhanced social cohesion and capacity of civil society stakeholders.

Key policy and capacity gaps remain due to lack of consensus, coordination and dialogue amongst decision makers, and between duty bearers and rights holders. As articulated in the CPD, the programme will provide a renewed emphasis on support to the more effective use of data and information systems for evidence-based policy decision-making to institutionalise and implement governance priorities outlined in the SAP, which is critical for informing the reform agenda in an objective and constructive manner and reducing (potential) tensions amongst different stakeholders. Activities will accordingly seek to address these gaps at national and local levels and contribute to build a more resilient society in which duty bearers (service providers – government and institutions on supply side) and rights holders (civil society on demand side) understand and are better able to fulfil their democratic roles and responsibilities during the challenging period of democratic transition.

There is a lack of regional level development data. Within this constraint, this programme will however seek to identify atolls/islands and groups whose human development indicators are lower than the national or Male based standards for specific support.

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### ***Programme results, linkages and guiding principles***

The indicated activities will seek to achieve the following inter-linked three programme results in the immediate, medium and long term (see Diagram 1):

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

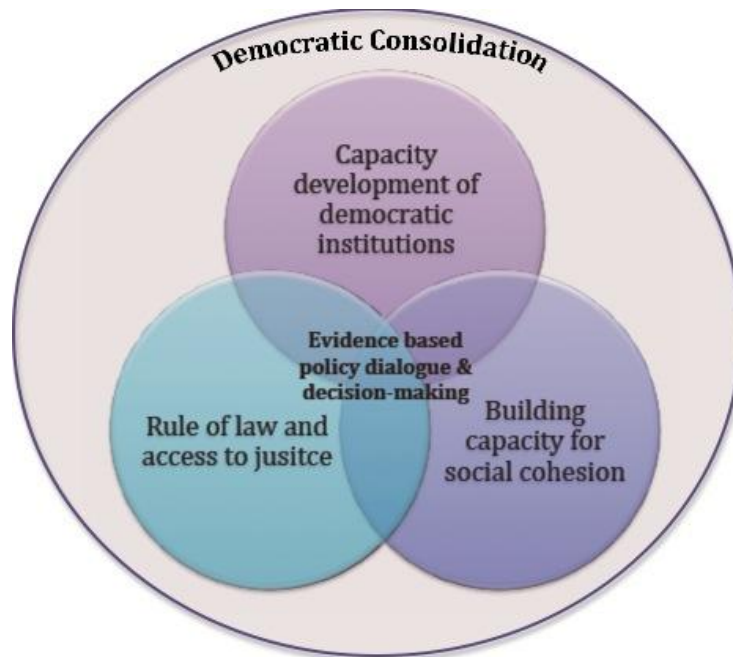


Diagram 1: Three results areas contributing to the process of democratic consolidation in the Maldives

The strategic logic of the chosen programme result areas can be understood as a progression of activities to address general to specific issue areas. General areas are essentially underlying or structural issues, while specific areas are more immediate and potential new issues of concern. Programme Result 1 addresses two fundamental needs: continuing and consolidating positive progress of the still nascent democratic transition; and addressing some of the institutional weaknesses which contributed, mostly indirectly, to the current situation. Programme Result 2 also addresses underlying institutional needs, but with a specific focus on institutions and issues which were more direct, or 'proximate', causes of the political tensions. Programme Result 3 addresses existing and possible emerging issues, more societal than institutional, to ensure immediate and long-term stability and peaceful coexistence. Confidence in governance institutions is strengthened when the public has a greater sense of ownership of such institutions; when they are representative of the public's needs; and when they deliver effective, efficient and fair services. Democratic principles become entrenched and such institutions are then relied upon and engaged when challenges emerge in the country. Overall impact of the programme will be enhanced through the development of capacities for evidence-based analysis, decision-making and policy.

The complex nature of the current environment, in which the key challenges have both institutional and social components, requires simultaneous targeted initiatives to enhance the capabilities of institutions and civil society. The programme's integrated approach provides targeted support to government and civil society, at national and local level, to enhance both policies and applications. It reinforces the ability of 'duty bearers' - governance institutions - to fulfil their duties and deliver public goods, and enables 'rights holders' - citizens - to better avail themselves of these 'goods' and hold governing institutions accountable. 'Political space', the space in which communication and exchange can take place between citizens and the state, will be increased by more effective institutions, new mechanisms and channels. Broad support to key governing bodies and mechanisms, improved functions of a particularly important sector (justice sector including judiciary), and new capacities of the state and communities to manage rapid change will together ensure sustainable development, a functional political system and a resilient society.

To achieve these results, the programme will be designed and implemented according to the following guiding principles:

*Using initial and ongoing analysis for informed programming:* Geographical focus and target groups for UNDP support must be selected on the basis of thorough assessment of priorities, needs and existing gaps to ensure programme coherence, maximum impact and optimal results. Activities will rely on secondary data and assessments and studies proposed under this programme.

*Using conflict analysis:* UNDP support must identify and address the macro and micro-level causes of tensions in the democratic transition and reform process, both structural issues and potential “trigger” events that may escalate tensions. Entry points must be identified among key institutions and actors, and existing and potential capacities for peace actively developed.

*Applying lessons learned and building on results of UNDP-supported projects:* UNDP will incorporate lessons and consolidate past project results from its previous support in Democratic Governance, and further sharpen its focus in terms of target institutions and priority activities.

*Promoting social cohesion as a key overarching theme:* A cohesive society in which individuals and communities peacefully manage and resolve disputes and tensions will be promoted through specific targeted activities as well as through the incorporation of a social cohesion perspective in other programme areas. Support to public institutions, civil society, women, youth and the media will be provided on the basis of a systematic assessment of needs, impact and implications for overall social cohesion.

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*Using well-developed IT and telecommunications sector:* Past experience shows that it is neither possible nor cost-effective to achieve nation-wide outreach and coverage in the Maldives in a traditional manner. The country is comprised of more than a thousand islands spread across a vast area and has a well-developed infrastructure for mobile phone and internet. Since the majority of the country’s young population is skilled in the use of social media and other means of information sharing, the programme will use internet platforms, crowd-sourcing and social media to gather information, promote advocacy and link communities.

*Focusing on women and youth:* The programme will build on the positive progress of women’s development by building women’s leadership and promoting women’s participation in public life through electoral and community-level activities. Prevailing inequality in the criminal justice system will be addressed through activities supporting police, legal professionals and the judiciary. Opportunities will be explored to encourage and enable greater youth participation and voice.

*Maximising complementarities and synergies through an integrated approach:* The overall programme will ensure the close coordination of mutually reinforcing activities, to achieve greatest impact. Components will build on one another as a strategic principle and an explicit implementation modality. Regular strategy review meetings will be held by the Head of the Programme, during which linkages will be clarified, maintained and reinforced.

*Making government more accessible to the people:* Local government structures, especially the emerging Women Development Councils, will be targeted for specific assistance so that

people can have easy access to their elected representatives and hold them accountable for service delivery.

In addition, the programme will pursue effective coordination with international partners and ongoing national programmes in the area of democratic governance.

The following section outlines strategies and sequenced activities for each Programme Result.

**Programme Result 1:** National and local level institutional capacities strengthened for greater transparency, accountability, enhanced service delivery and consolidation of democratic processes

This result area correlates to UNDAF Outcome 10 and focuses on the capacity development of key institutions identified as strategic actors for democratic reform. The focus will be on strengthening the interface between and among three key groups; public service providers; their 'clients', individual citizens; and oversight bodies which are the foundation for strong resilient institutions that enjoy public confidence and contribute to democratic consolidation.

Capacity development interventions will have the purpose of building technical expertise and knowledge, generally professionalising public sector personnel to increase transparency and accountability, and establish more effective systems and procedures. This outcome will also support national capacity development for research and analysis on issues related to the democratic transition and consolidation in order to promote and enable evidence-based dialogue, decision-making and policy, and to help defuse tensions in a politically charged and polarised society.

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The Elections Commission, People's Majlis, the Local Government Authority, Civil Service Commission and the Governance Reform Unit of the President's Office have been prioritised as those in need of immediate strengthening with a focus on both institutional and human resource capacities. The establishment of policies, systems, mechanisms and training will focus on capacities needed to fulfil the institutions' mandate, of particular importance in the current political atmosphere. Support would be based on UNDP's approach to capacity development in which five key institutional and individual capacities will be considered for strengthening: the capacity to engage stakeholders; capacity to formulate evidence-based policies and strategies; capacity to assess a situation and define a vision through leadership; capacity to manage and implement; and capacity to research and analyse. Furthermore, attention will be given to ensuring sustainability of interventions by building upon existing knowledge and capabilities with an emphasis on ensuring transfer of knowledge in cases where external expertise is engaged. Wherever possible concerted efforts will be made throughout the programme to draw on specialized agencies and experts in supporting this area; as such a possibility of collaboration with Inter-Parliamentary Union (IPU) and other partners have been identified in order to avoid duplication of efforts and maximise synergies.

A key component of this programme result would be a Maldivian-driven platform for governance policy reforms. In light of the current political impasse and breakdown of trust and confidence among political actors, the programme will seek to help convene a multi-stakeholder, multi-sector, multi-donor policy dialogue platform to enable discussion to build consensus over critically needed policy reforms, capacity development of key institutions and essential legislation. The programme has two specific activity results: (i) developed capacity of an NGO or University of the Maldives for conducting research related to public policies, governance and strengthening of the justice sector, including judiciary; and (ii) establishment of a multi-sector, high-level Committee on Governance Reform. The proposed

Committee would be comprised of nominees of the cabinet, independent institutions, civil society organisations, corporate sector, professional bodies, and a select group of external partners who are committed to supporting governance reforms. Information gathered, analysed and synthesised by the research body will inform debates and decision-making by the Committee and other relevant bodies.

Given the political context, existing tensions and polarisation of the population, electoral processes, including civic education and stakeholder engagement components, constitute a critical component of a peaceful transition. Thus, the programme aims to reinforce the capacities of the Elections Commission to engage in operations and campaigns, which will increase understanding among the population of a peaceful electoral process, including through the engagement of civil society and media. This component will be augmented by political analysis provided by a UNDP/UNDP mission scheduled for mid 2012.

Within the present programme, Parliament will also be strengthened through training and awareness building of the parliamentary secretariat to more effectively carry out its functions and provide support to members and committees. Programme activities will also support formulation of longer-term assistance to strengthen the legislative, oversight and representational skills of members of parliament.

Institutional strengthening in the five above mentioned areas of support will be undertaken with newly formed independent bodies such as the Local Government Authority (LGA) and the Civil Service Commission through technical assistance to elaborate and put in place policies, systems and procedures, and training, including south-south exchange. In addition, possible future support for the Anti Corruption Commission will be discussed upon completion of the UNCAC gap analysis.

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**Programme Result 2:** Equitable access to justice increased and rule of law strengthened through support to the justice sector, including judiciary, and promotion of human rights

The situation analysis identified strengthening the justice sector, as a crucial area for support. Indeed the justice sector, including the judiciary, was central to the political standoff. This programme result correlates to UNDAF “Outcome 11 - Equitable access to justice and rule of law improved through strengthened legislative frameworks and institutional capacities”, and to “Outcome 12- Culture of respect for human rights advocated, fulfilled, fostered and protected at all levels”.

Capacity development in the justice sector, including the Judiciary, is needed to improve operations and service delivery. Using both “top-down” institutional and “bottom-up” civil society approaches, support must also encompass the ability of civil society organisations to act as oversight mechanisms to ensure performance is consistent with human rights standards. To improve delivery, and increase the effectiveness and functionality of relevant actors, coordination of the justice sector, including judiciary must be improved. Better justice sector coordination will also act as a bulwark against ‘silo’ approaches, bringing stakeholders together to share work plans, assess operational challenges and jointly resolve pressing issues.

Given its role in the current situation, the performance of the Judiciary and the Judicial Service Commission (JSC) remains an urgent area of focus. A major component of work will be the creation of a multi-stakeholder forum (in the form of a roundtable or series of consultations) that will help identify national priorities and a roadmap for strengthening the

justice sector, including the Judiciary, based on an empirical analysis of bottleneck in the sector. In later interventions, the focus will expand to include increased access to justice, specifically critically exploring options for enhanced legal aid, as well as the potential development of a model for alternate dispute resolution. These justice roundtables and/or consultations will also inform the very technical level coordination meetings addressed above.

The need to support building police capacity remains a significant part of justice sector engagement given their role as the first port of call for protection and support. In particular, the capacity of the Professional Standards Directorate needs to be increased to ensure effective trainings occur in areas such as crowd control, community policing, SGBV as well as election-related policing. These interventions expand upon those already planned for 2012 under the *Access to Justice Project*, viz. training on investigation skills and human rights

Further on the “supply” side, support will be provided to the Government’s key legal counsel, viz. the Prosecutor General and Attorney General. Engagement with the relatively new Prosecutor General’s Office (PGO) will be based principally on support to the PGO in the exercise of his/her discretion, one of his/her most fundamental duties, and especially critical as electoral matters are referred to the PGO by the Elections Commission. The Attorney General’s Office, as the Executive’s legal adviser, can also benefit from expert support on legal theory and constitutional statutory interpretation to ensure all laws and policies are consistent with human rights standards.

To address the ‘demand’ side of the justice equation, it is clear that that the capacity of CSOs needs to be further built so that they may better fulfil their oversight role of the justice sector, raise awareness, as well as increase access to justice throughout the Maldives (*i.e.* going beyond Male). As part of broader CSO engagement, the Human Rights Commission of Maldives (HRCM) can build on its NGO Network, as well as the analysis in its most recent strategic plan, to undertake more robust community outreach so that citizens are more aware of the functions and the services the Commission can provide. Given that the HRCM has been asked by the Prosecutor General to undertake investigations related to the recent events, the Commission’s capacity should also be developed in the area of investigation, among other needs. The UN Office of the High Commissioner for Human Rights (OHCHR) will provide the HRCM technical support under the UNDP Programme through the provision of a resident Human Rights Officer in the Office of the UN Resident Coordinator.

Finally, the professionalization of lawyers through a Legal Professions Act, as well as an enhanced legal curriculum at the Faculty of Shariah and Law will support better quality access to justice services through professional requirements for pro bono work and stronger lawyers. Such engagement will encompass gender-sensitive lawyering, especially vis-à-vis gender-based violence and discrimination.

Due to the importance of first reaching a national consensus on priorities in strengthening the justice sector, including the judiciary, through the stakeholder consultations and the development of a road map, activities in this result area will be carefully sequenced and will require revisions throughout the course of the programme implementation.

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

This programme result co-relates with UNDAF outcomes 10 and 11 (indicated above) and Outcome 13: Civil Society is Active and Thriving. It broadly seeks to develop social cohesion through more responsive governance institutions, and through the creation of spaces for dialogue and, increased and more meaningful community participation. It encompasses promotion of the substantive involvement and contribution of civil society, women, youth and media in development, decision-making and broader democratic processes and public life.

The objective is to promote social cohesion through inclusive and participatory decision making and development by broadening the 'political space' – the space in which citizens interact with governance institutions and processes – and building national and local capacities for meaningful and informed civic engagement, peaceful management of inter-group and other tensions, and early prevention of potential conflict.

The strategy is to elaborate targeted activities in three areas: institutional development; building of the knowledge and skills of key actors in civil society; and establishing mechanisms and processes for communication and exchange. Activities will create, strengthen and 'operationalise' existing and new links between governance institutions especially at the local level and communities, including through institutional development and the initiation and institutionalisation of sustainable processes. The focus is to develop more effective institutions, appropriate human resources, and clear, pre-standing (formal or informal, but not *ad hoc*) channels and/or mechanisms to help identify and address potential sources of tensions and generally respond to the concerns and needs of citizens. Taken together, the three elements will contribute to managing tensions and reducing the risks of conflict.

Existing capacities for peace will be identified and reinforced. These include established democratic institutions (i.e. Local Councils and media oversight bodies) and the country's constitution, which recognises a broad range of rights and freedoms. Moderate voices exist among elected officials, religious and community leaders, and can contribute to a broad-based effort to re-build trust between different groups as well as confidence in democratic institutions, processes and principles. Activities will create space and opportunities for these voices to be heard, including through a more balanced and professional media. Local Councils and Women's Development Committees present potentially promising platforms for participation, dialogue and collaborative decision-making.

This potential will be catalysed through the establishment of new channels for communication and cooperation between government institutions at national level and between national and local authorities and communities. It will be reinforced through targeted training to develop knowledge and skills of civil society, with particular focus on women and youth, to identify and respond proactively to emerging issues which may be sources of communal tensions. Individual women and an established network of youth Human Rights Defenders can contribute to and support local-level dialogue and liaison between civil society and government. Training and awareness-raising in the areas of human rights, democratic principles and consensus building, planning, management and advocacy, and leadership, communication and women's rights will enable them to play a more active role in these areas, and encourage and empower them to participate in community leadership and political life. More competent and better connected official and non-official institutions and a range of capable local actors will help ensure the favourable constitutional framework is given concrete expression in Maldivian society by promoting representation, inclusion and more cohesive and peaceful communities in which all members understand and enjoy the full range of their democratic rights.

A final, reinforcing component will be the integration of the social cohesion perspective throughout the activities of the other two programme result areas. In Programme Result 1, trainings, awareness-raising, civic education programmes, development of procedures and general advice and support to specific institutions (in particular the parliament, civil service, Local Government Authority, Human Rights Commission and Elections Commission) will include assessments and discussion of the concept and approaches to promoting social cohesion, as well as potential causes of inter and intra-communal friction and approaches and mechanisms to mitigate and resolve complaints, tensions and disputes. In Programme Result 2, the same concepts and issues will be incorporated in advice and support to the Attorney General, Prosecutor General, the Judicial Service Commission, legal professionals and civil society organisations. Opportunities will be explored for the development of a system of alternative dispute resolution appropriate to the Maldivian context. Further areas will be identified once additional needs and activities are agreed with implementing partners.

The overall effect of mainstreaming the social cohesion perspective in these other programme areas will be broader understanding and increased appreciation in multiple sectors of the impact of the democratic transition and the ongoing delicate political and social situation on individual citizens and communities, as well as new thinking about proactive means of managing the inevitable strains and ensuring a stronger and more resilient Maldivian society.



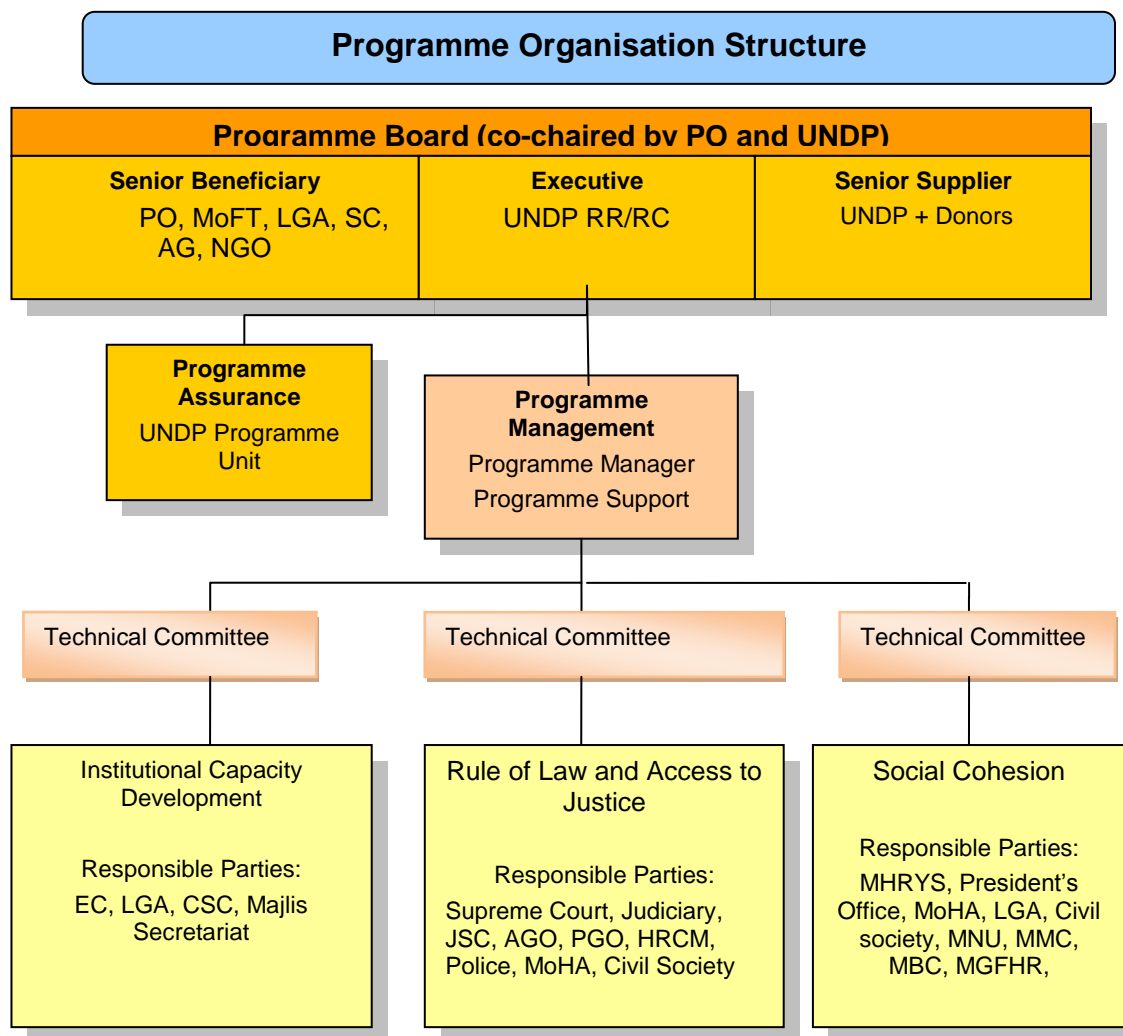
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**III. RESULTS AND RESOURCE FRAMEWORK**

Year:

## IV. MANAGEMENT ARRANGEMENTS

Within the framework of a Nationally Executed Country Programme of the Maldives, this programme will be implemented through the UNDP Programme Management Unit, consistent with UNDP policies and procedures. In the spirit of ensuring national ownership and inclusive participation, the programme implementation will be done in close consultation with all participating national institutions in the Government of Maldives, civil society and community organisations and actors. The programme will promote ownership and capacity development of relevant actors and institutions in order to ensure sustainability of results.



### Roles and Responsibilities

*Programme Board:* is the group responsible for making by consensus, management decisions for a programme when guidance is required by the Programme Manager, including recommendation for UNDP approval of programme plans and revisions. In order to ensure UNDP's ultimate accountability, Programme Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP.

In addition, the Board plays a critical role in UNDP commissioned evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Programme reviews by this group are made at designated decision points during the duration of the Programme or as necessary when raised by the Programme Manager. This group is consulted by the Programme Manager for decisions when his or her tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved annual work plan (AWP), the Programme Board may review and approve quarterly plans when required and authorises any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorises the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the programme or negotiates a solution to any problems between the programme and external bodies. Potential members of the Programme Board are reviewed and recommended for approval during the Programme Advisory Committee (PAC) meeting. Representative of other stakeholders can be included in the Board as appropriate. The objective is to create a mechanism for effective programme management. This group contains four roles:

**Executive:** individual representing the programme ownership to chair the group.

**Supplier:** individuals or groups representing the interests of the parties concerned which provide funding and/or technical expertise to the programme.

**Beneficiary Representative:** individuals or groups of individuals representing the interests of those who will ultimately benefit from the programme.

Currently, the government of the Maldives plans to establish an inter-agency multi-stakeholder committee on Governance Reform to discuss and lead governance reform issues that are pertinent to the country. When this committee is fully established, the programme will seek guidance and advisory support from this committee to ensure good coordination and a strong linkage.

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*Implementing Partner:* Within the overall national execution and ownership principles, UNDP is the entity responsible and accountable for managing a programme - including the monitoring and evaluation of programme interventions, achieving programme outputs, and for the effective use of UNDP resources. UNDP may enter into agreements with Responsible Parties to assist in successfully delivering programme outputs.

A *Responsible Party* has been selected to act on behalf of UNDP on the basis of a written agreement or contract to purchase goods or provide services using the programme budget. In addition, the Responsible Party may manage the use of these goods and services to carry out programme activities and produce outputs. All Responsible Parties are directly accountable to the UNDP in accordance with the terms of their agreement or contract with UNDP. They provide quarterly and annual progress reports to UNDP who ensures overall coordination and coherence of the programme in terms of achieving results.

*Programme Assurance* is the responsibility of each Programme Board member; however the role can be delegated to UNDP programme unit. The programme assurance role through UNDP Governance Unit supports the Programme Board by carrying out objective and independent programme oversight and monitoring functions. This role ensures appropriate programme management milestones are managed and completed. Programme assurance has to be independent of the Programme Manager; therefore, the Programme Board cannot delegate any of its assurance responsibilities to the Programme Manager.

*Programme Manager* has the authority to run the programme on a day-to-day basis on behalf of the UNDP within the constraints laid down by the Board. The Programme Manager's prime responsibility is to ensure that the programme produces the results (outputs) specified in the programme document-, to the required standard of quality and within the specified constraints of time and cost. In this programme, there will be a P4 level international Programme Manager, who will lead the Programme Management Unit based in UNDP. He or she will be responsible for consolidating results reporting from related projects (3 projects to be set up in the Atlas system as per programme results areas) for overall reporting to the Programme Board.

*Programme Support role* provides programme administration, management and technical support to the Programme Manager as required by the needs of the individual programme or Programme Manager. It is necessary to keep Programme Support and Programme Assurance roles separate in order to maintain the independence of Programme Assurance. In this programme, programme support will be provided by: one Operations Associate (SC 6), responsible for finance and other operational aspects of the programme, one Programme Assistant (SC 5), responsible for administrative and programme budget support, and three Project Managers (SC 8/9) for 1) Institutional Capacity Development, 2) Rule of Law and Access to Justice and 3) Social Cohesion. Considering the existing set up of the Majlis Secretariat, the programme may also consider a provision for a dedicated Project Manager for components related to the Majlis. The Programme encompasses an existing UN joint project with the HRCM (outputs related to capacity building of HRCM) and this project is already supported by a project-funded project manager based in HRCM.

Advisory support will be provided by the international Peace and Development Advisor (P4 level) and OHCHR-funded Human Rights Offices. The Programme will solicit expertise from a number of international experts and consultants as needed, throughout the programme duration. For each result area, there will be a *Technical Committee* comprised of representatives of responsible parties and other key stakeholders in the respective result area. This committee will be responsible for guiding day-to-day technical aspect of the project implementation to ensure coordination amongst responsible parties and key stakeholders, and smooth implementation of the project.

### *UNDP Support Services*

UNDP as the Implementing Agency will carry out all administrative-related work including procurement of goods and services. These are services provided mostly by UNDP Maldives in the implementation of the programme (i.e. costs directly related to the delivery of programme), and include:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment, including disposal
- Organisation of training activities, conferences, and workshops, including fellowships
- Travel authorisation, visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation

For the programme, UNDP is required to recover the cost for providing Implementation Support Services (ISS) on the basis of actual costs or transaction fee. These costs are an integral part of programme delivery, and hence should be charged to the same budget line as the programme input itself. In determining costs the approach is to use actual costs for clearly identifiable transactions and when this is not possible, the UNDP Maldives will use the Universal Price List for services (transaction fee), as reference.

Fundamentally, the percentage fee for GMS is not intended to recover the cost of ISS, which instead are recovered based on a transaction fee, as described above.

### *Audit Arrangements*

The audit of the programme will be organised as a part of the UNDP office audit and in line with UNDP audit policies and procedures. An external audit firm could be employed if more frequent audit (annual audit) is required.

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## **V. MONITORING FRAMEWORK AND EVALUATION**

This Programme will be implemented with a strong results-focus. Before the full commencement of the Programme, a baseline study for selected indicators will be conducted to ensure the existence of baseline information. The data will be collected throughout monitoring activities and will be used for review and evaluations.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the programme will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, and quarterly Programme Progress Reports (which consolidates outcome level reporting) shall be submitted by the Programme Manager to the Programme Board through Programme Assurance, using the standard report format of UNDP.
- A programme Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organisation, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

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### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Programme Manager and shared with the Programme Board and the Outcome Boards. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Programme Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the

following year. In the last year, this review will be a final assessment. This review is driven by the Programme Board, Outcome Boards and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. This review will be conducted as part of the UNDAF/UNPAP Annual Reviews.

A monitoring schedule will be compiled which will outline the different activity or output level surveys, assessments or other methods of collecting data for tracking progress. At the end of the programme cycle, there will be an independent programme evaluation conducted in accordance the UNDP Evaluation Policy (2011) and the Handbook on Planning, Monitoring and Evaluating for Development Results (2011).

### Quality Management for Project Activity Results

<b>Result Area 1: National and local level institutional capacities strengthened for improved transparency, accountability, service delivery and democratic processes</b>		
<b>OUTPUT 1.1: Improved institutional and human resources capacity of the Election Commission in election management</b>		
<b>Activity Result 1.1.1. (Atlas Activity ID)</b>	<i>EC Staff trained in core functions</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To enable the staff of the Commission to prepare for and manage the elections planned for 2013 and beyond	
<b>Description</b>	Train EC staff in core functions and skills including management and M&E, and ToT on data gathering and analysing statistics; provide opportunities for exposure to regional and global experiences and professional networks including support for international elections observation	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Availability of election related data to public	Annual review of the programme	Annually
Level of utilisation of EMS		
<b>Activity Result 1.1.2 (Atlas Activity ID)</b>	<i>Develop curriculum for polling officials</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To ensure standardization and institutionalisation of elections training and contribute to creating a cadre of accredited polling officials	
<b>Description</b>	Develop a gender sensitive accredited curriculum for the training of polling officials and conduct training for a gender balanced pool of polling officials	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Availability of a gender sensitive accredited curriculum	Review of training material	Annually
<b>Activity Result 1.1.3</b>	<i>Establishing EMS and complaints</i>	Start Date: Aug 2012

<b>(Atlas Activity ID)</b>	<i>mechanism</i>	End Date: July 2015
<b>Purpose</b>	To ensure transparency in EC systems through automation supporting fair and impartial receiving of complaints at the central and regional level EC offices	
<b>Description</b>	Support the analysis of existing systems and development of cost-effective systems and mechanisms including Elections Managements Software Development (EMS) and establishment of a decentralized complaints mechanism through the regional election offices.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Level of utilisation of EMS	Annual Review of Programme	Annually
Rate of response to elections related complaints	Evaluation of EC <sup>5</sup>	Annually
<b>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</b>		
<b>Activity Result</b> <b>1.2.1</b> <b>(Atlas Activity ID)</b>	<i>Code of conduct for members developed and applied</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To assist members to conduct themselves in a professional manner and be accountable for their conduct	
<b>Description</b>	Formulate and monitor progress of code of conduct including disciplinary and security measures for MPs	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Existence of a code of conduct for MPs	Data from Parliament Watch website	Year 1
% of MPs aware of the code including the content	Survey among parliamentarians	Year 1- 3
No. Of instances of MPs violating the code	Data from Parliament Watch Website	Year 2 – 3
<b>Activity Result</b> <b>1.2.2</b> <b>(Atlas Activity ID)</b>	<i>Induction and refresher modules for MPs developed</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To ensure new and continuing members of parliament are aware of their oversight, legislative and representational duties	
<b>Description</b>	Formulate induction and refresher modules for MPs on democratic principles, the Constitution, human rights, regulations, roles and responsibilities, governance structures etc	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>

<sup>5</sup> There will be one annual evaluation of EC for all three activity results.

Level of utilisation of induction training to parliamentarians	Completion of refresher modules	Year 1
	Annual Review of programme	Year 1 – 3
	Survey of members to gauge awareness levels	Year 2 – 3
<b>Activity Result 1.2.3 (Atlas Activity ID)</b>	<i>Training of Key Committees and Chairs</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To professionalize the Chairpersons and members of key committees	
<b>Description</b>	Provide training on leadership, dialogue and consensus building, and legal drafting for key Committees, including the Committees chairs	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of committee members and Chairs trained	Review of records of training programmes	Year 1
	Review of records of committee debates and quality of selected legislation developed by key committees	Annual
<b>Activity Result 1.2.4 (Atlas Activity ID)</b>	<i>Updated organization structure for Secretariat</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To create a strong and efficient secretariat who is able to support members of parliament to carry out their functions effectively	
<b>Description</b>	Develop or update the organization structure, job descriptions, SOPs, performance evaluation mechanisms	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Availability of job descriptions, SOPs and performance evaluation methodology for Majlis secretariat	Survey on awareness of organization structure and job descriptions by secretariat staff	Year 2 – 3
	Number of performance evaluations carried out	Year 2 – 3
<b>Activity Result 1.2.5 (Atlas Activity ID)</b>	<i>Orientation package and training for secretariat staff</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To ensure new and existing secretariat staff are aware of their duties to enable smooth functioning of parliament	
<b>Description</b>	Develop, pilot and update orientation package for the secretariat staff and provide ToT to the Secretariat Staff in parliamentary procedures, including exposure to international good practice	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>



Availability of an orientation package for Secretariat	Number of staff trained (training reports)	Year 1 – 3
	Survey among members to collect examples of good practices by secretariat staff	Year 2 – 3
<b>Activity Result 1.2.6. (Atlas Activity ID)</b>	<i>Strategic Plan of the Majlis</i>	Start Date: Aug 2014 End Date: July 2015
<b>Purpose</b>	To capitalize on the assistance to date to assist the Majlis in a more longer term and strategic manner	
<b>Description</b>	Provide technical assistance to develop a longer term plan of assistance including a Strategic Plan for modernization of the Majlis in consultation with MPs	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Availability and level of adoption of a Strategic Plan for Majlis	Annual Review of Programme and survey to gauge levels of acceptance by members	Year 3
<b>Output 1.3: Systems, procedures and capacities built and strengthened for improved responsiveness to public demand at local levels</b>		
<b>Activity Result 1.3.1. (Atlas Activity ID)</b>	<i>Training on SOPs for LGA and councils</i>	Start Date: Aug 2013 End Date: July 2015
<b>Purpose</b>	To assist Local Government Authority and local councils to adopt a uniform set of procedures so that services can be provided in a consistent manner	
<b>Description</b>	Develop SOP for Local Government Authority & local councils	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Availability of SOPs; and awareness and application by council members	Sample survey of members and LGA officials to assess awareness	Years 2 – 3
<b>Activity Result 1.3.2. (Atlas Activity ID)</b>	<i>SOPs for Women Development Committees</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To enable members of WDCs to perform in a uniform manner as soon as they are elected	
<b>Description</b>	Develop SOPs for Women's Development Committees (WDC) to clarify their basic functions, roles and responsibilities	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Availability of SOPs for WDCs	Annual Review of Programme, LGA Annual Report	Year 1
No. Of WDC members trained on SOPs once elected	Training records and random survey of women members	When WDC members are appointed

<b>Activity Result 1.3.3. (Atlas Activity ID)</b>	<i>Fiscal formula and manual for block grant allocation</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To ensure LGA and other relevant organizations are aware of applying human rights based fiscal formula and allocation of block grants to local government authorities	
<b>Description</b>	Formulate and upgrade fiscal formula and manual for block grant allocation and training of relevant government and LGA staff and other relevant institutions	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Level of utilization of fiscal formula for resource allocation to local Councils	Review of central budget and how funds are allocated	Year 2 and 3
<b>Activity Result 1.3.4 (Atlas Activity ID)</b>	<i>National conference on decentralization and local governance</i>	Start Date: Aug 2012 End Date: July 2013
<b>Purpose</b>	To provide a platform for national and local decisions makers and stakeholders to come together in a single forum to discuss and agree on policies to be applied to decentralization and local governance in the Maldives	
<b>Description</b>	Co-organise and Co-convene a national Roundtable Conference for policy discussion of key options and issues for decentralisation and local governance in collaboration with Commonwealth Local Governance Forum	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Level of agreement and consensus on national priorities on local governance	Conference report	Year 1
<b>Activity Result 1.3.5 (Atlas Activity ID)</b>	<i>Orientation package for LGA and local councils</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To provide training to LGA and new and continuing members of local councils so that they are better able to serve their communities	
<b>Description</b>	Develop, pilot and update orientation package for the LGA and local councils on operating framework for sectors such as municipal management, transparency and accountability, social sectors, gender and youth and also on participatory planning and communications	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Availability of orientation package for local councils	LGA Annual Report and Records of training programmes	2012 – 2015
No. Of local councillors trained in on operating frameworks for different sectors	Random survey of LGA and local council members to assess knowledge levels	Year 2 and 3

<b>Activity Result 1.3.6 (Atlas Activity ID)</b>	<i>Procedures for participatory development</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To standardize how community consultations are conducted throughout the country in a uniform manner.	
<b>Description</b>	Finalize and standardize guidelines for community consultation for policy-making and implementation at local level	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Availability of guidelines	Review of application of guidelines	Year 1
<b>Activity Result 1.3.7 (Atlas Activity ID)</b>	<i>Civic education on local governance</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To increase understanding of functions and roles of local governments in development and democracy	
<b>Description</b>	Civic education programmes including fact to face training and using radio, TV, internet and leaflets	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Increase in awareness	Perception survey	Year 2
<b>Activity Result 1.3.8 (Atlas Activity ID)</b>	<i>Establish mechanisms for dialogue</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To expand space for discussion and debate on issues of national priority	
<b>Description</b>	Organize public forums on emerging issues and dispute resolution, including workshops on conflict resolution with traditional and public authorities. (Piloted in 5 high risk islands)	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Increase in discussion on national issues	Public forum reports	Year 2 and 3
<b>Activity Result 1.3.9 (Atlas Activity ID)</b>	<i>Feedback mechanisms to improve service delivery</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	Improve transparency and accountability of local governments and improve relationship between councils and communities	
<b>Description</b>	Establish mechanisms and systems to improve service delivery, including local councillors, CSOs, NGOs and women and youth groups.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Utilisation of feedback mechanisms	Council annual reports	Annual

<b>Activity Result 1.3.10 (Atlas Activity ID)</b>	<i>Annual networking forum for local councillors</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	Forums will help to strengthen networking skills and share knowledge among councils	
<b>Description</b>	Forum for all councils hosted by LGA every year	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number and depth of discussions on topics relevant to local governance	Conference reports	Annual
<b>Activity Result 1.3.11 (Atlas Activity ID)</b>	<i>Amendments to the Decentralization Act</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	Improve legislative framework for local governance and address some of the shortcomings of current law	
<b>Description</b>	Review and provide recommendations for Decentralisation Act amendment	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Amended law gazette	Gazette	Year 2
<b>Output 1.4 A professional public administration in place which is able to manage change and contribute to democratic consolidation</b>		
<b>Activity Result 1.4.1 (Atlas Activity ID)</b>	<i>Training plan for Civil Service Training Institute and TOT</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To professionalize the young and growing civil service of Maldives	
<b>Description</b>	Support the Civil Service Training Institute through developing training plans, curricula and conducting TOTs	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of civil servants trained at CSTI at different levels	CSTI records	Year 2 – 3
<b>Activity Result 1.4.2 (Atlas Activity ID)</b>	<i>Audit and Performance management system for civil servants</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To evaluate performance of civil servants in a transparent and predictable manner and base promotions on their performance	
<b>Description</b>	Develop and implement a performance management system for enhanced service delivery and transparency and accountability	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>

% of civil servants covered by application of performance management systems	Civil Service records on performance evaluations and promotions	Year 2 – 3
<b>Activity Result 1.4.3 (Atlas Activity ID)</b>	<i>Assist public sector reform process</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To build on the development of the public sector for further reform and modernization	
<b>Description</b>	Review and document public sector reform process to inform the modernisation efforts of public administration	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Availability of report on public sector reform process for policy discussion	Annual Review of Programme	Year 2
<b>Activity Result 1.4.4 (Atlas Activity ID)</b>	<i>Guidance note on handover</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	<i>To institutionalise administrative handover when governments change</i>	
<b>Description</b>	Provide legal basis and SOPs for administrative handover of Executive	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
SOP available	Gazette	Year 2
<b>Output 1.5. A multi-sector, high level policy platform created for increased capacity for conducting research, analysing and utilizing information for informed debate and public policy making</b>		
<b>Activity Result 1.5.1 (Atlas Activity ID)</b>	<i>Governance Reform Committee</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To promote coordination and information exchange among stakeholders including parliamentary committees	
<b>Description</b>	Support setting up Governance Reform Committee together with President's Office	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Existence of a Governance Reform Committee	Gazette	Year 1
<b>Activity Result 1.5.2 (Atlas Activity ID)</b>	<i>Public Policy Institute and forum for public debate</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To generate quality analysis of national data and academic, technical	

	discussion and debate to inform policy	
<b>Description</b>	Support establishment of Public Policy Institute and forum for public debate	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No. Of discussions held on national issues based on data analysis	Annual Review of Programme	Annual

<b>Programme Result 2: Equitable access to justice increased and Rule of Law strengthened through support to the justice sector, including judiciary and promotion of human rights</b>		
<b>Output 2.1. National dialogue and coordination on justice sector, including judiciary, strengthened and priority actions identified and implemented</b>		
<b>Activity Result 2.1.1 (Atlas Activity ID)</b>	<i>National roundtable/ consultations on justice sector strengthening</i>	Start Date: Aug 2012 End Date: July 2013
<b>Purpose</b>	To assist the justice sector, including judiciary, to find practical solutions on how they can provide services in the current impasse arising from the absence of wit key legislation, and find ways to collaborate with each other	
<b>Description</b>	Support national consultations on strengthening the justice sector, including judiciary, with the preparation of sector-wide issue/policy papers and technical assistance to AG's office in the exploration of alternative solutions in the absence of key legislation., etc.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Level of consensus at consultations on national priorities on strengthening justice sector, including judiciary	Conference Paper	2012
<b>Activity Result 2.1.2 (Atlas Activity ID)</b>	<i>Implementation of roundtable follow up</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To provide a continuous coordination mechanism to key actors in the justice sector, including judiciary	
<b>Description</b>	Support to implementation of roundtable outcome through technical coordination group meetings (including initial support to kick start the development and implementation of the roadmap)	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Existence of coordination mechanism in justice sector, including judiciary	Annual Review of Programme	2013, 2014
<b>Output 2.2. Disadvantaged groups are better able to demand justice remedies through professionalisation of legal profession, strengthened legal aid and increased Alternative Dispute Resolution options</b>		

<b>Activity Result</b> <b>2.2.1</b> <b>(Atlas Activity ID)</b>	<i>Support to legal aid through identifying options and drafting &amp; passage of legal aid bill</i>	Start Date: Aug 2012 End Date: July 2013
<b>Purpose</b>	To assist government to find best ways to provide legal aid, through the bill and training of key stakeholders	
<b>Description</b>	Undertake assessment of legal aid options and provide technical assistance for the legal aid bill and training of key stakeholders	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Existence of a legal aid strategy based on the legal aid bill	Annual Review of Programme	2013
<b>Activity Result</b> <b>2.2.2</b> <b>(Atlas Activity ID)</b>	<i>Study on ADR methods for Maldives</i>	Start Date: Jan 2013 End Date: July 2013
<b>Purpose</b>	To identify ADR methods that may be currently practiced in the local context and identify how these can be built on/strengthened/developed	
<b>Description</b>	Support assessment/ feasibility study of alternative dispute resolution methods suitable for the Maldivian context	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Availability of data on ADR	Review of ADR Study	2013
<b>Activity Result</b> <b>2.2.3</b> <b>(Atlas Activity ID)</b>	<i>Public awareness activities on human rights, Constitution and key legislations</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To enable people to be aware human rights stipulated in the Constitution and how they can benefit from it and the contents of key legislations	
<b>Description</b>	Public awareness raising activities on human rights, Constitution and key legislations	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
% of people aware of human rights in the Constitution and provisions of key legislations	Public Survey	2013
<b>Activity Result</b> <b>2.2.4</b> <b>(Atlas Activity ID)</b>	<i>Develop protocols for plea bargaining</i>	Start Date: Jan 2013 End Date: July 2014
<b>Purpose</b>	Support practicing of plea bargaining by establishment of protocols for plea bargaining	
<b>Description</b>	Develop protocols for plea bargaining	

Quality Criteria		Quality Method	Date of Assessment
Existence of a plea bargaining mechanism		Annual review of the mechanism's utilisation	2013
<b>Activity Result</b> <b>2.2.5</b> <b>(Atlas Activity ID)</b>	<i>Bar Association established through the Legal Profession Act</i>		Start Date: Jan 2013 End Date: July 2014
<b>Purpose</b>	To provide a statutory structure for a professional bar association with the duty to provide legal aid		
<b>Description</b>	Support creation of a national bar association, with a pro bono requirement through the Legal Profession Act		
Quality Criteria		Quality Method	Date of Assessment
Existence of a legal profession act with a requirement for legal aid		Review of the Act	2013
<b>Activity Result</b> <b>2.2.6</b> <b>(Atlas Activity ID)</b>	<i>Professionalized and more modern Faculty of Shariah and Law</i>		Start Date: Aug 2012 End Date: Dec 2012
<b>Purpose</b>	To enhance the legal profession by providing better trained lawyers who are knowledgeable in all areas of the law		
<b>Description</b>	Support Faculty of Shariah and Law through modernization of teaching methods, development of teaching material and training (to teach courses and develop pedagogical tools) based on a current assessment		
Quality Criteria		Quality Method	Date of Assessment
Availability of updated curriculum at FSL		Review of curricula, teaching methods, and faculty	2014
<b>Output 2.3 Enhanced capacity of the Judiciary and Judicial Services Commission (JSC) to fulfill their roles and responsibilities</b>			
<b>Activity Result</b> <b>2.3.1</b> <b>(Atlas Activity ID)</b>	<i>Strengthening of National Judicial Training Institute and capacity building of judiciary</i>		Start Date: Aug 2012 End Date: July 2014
<b>Purpose</b>	To build on current capacities of the judiciary through a strengthened judicial training institute and other training programmes so that judges are able to deliver justice in a transparent and professional manner		
<b>Description</b>	Support strengthening of National Judicial Training Institute including technical support to the judiciary (6 months), development of minimum competency levels of the judiciary and developing a 2 year training program for judges & magistrates to meet the standard competency levels		
Quality Criteria		Quality Method	Date of Assessment



Availability of competency based training at JSTI	Review of 2 year training programme for Judges	2013
<b>Activity Result</b> 2.3.2 (Atlas Activity ID)	<i>Strengthened public complaints mechanism of JSC</i>	Start Date: Jan 2013 End Date: July 2014
<b>Purpose</b>	To provide better access to ordinary people to complain to the JSC in a structured & transparent manner and receive redress	
<b>Description</b>	Review current public complaints mechanism of the JSC and provide recommendations to strengthen and make it more accessible	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
% of complainants satisfied with complaints mechanism to JSC	Random survey of complainants selected through JSC records	2013 - 2015
<b>Activity Result</b> 2.3.3 (Atlas Activity ID)	<i>Code of Ethics, transparent appointment system, and performance management system developed</i>	Start Date: Aug 2012 End Date: July 2014
<b>Purpose</b>	To ensure that the judiciary is transparent, accountable and ethical in the appointments, performance, and delivery of justice	
<b>Description</b>	Support to draft a code of judicial ethics and develop a framework for a transparent appointment system and judicial performance management system	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Existence of a judicial code of ethics, transparent appointment and performance management system	Joint review of JSC records	Annual
<b>Activity Result</b> 2.3.4 (Atlas Activity ID)	<i>JSC secretariat exposed to best practices through South South Cooperation</i>	Start Date: Jan 2013 End Date: July 2015
<b>Purpose</b>	To enable the JSC secretariat staff to benefit from experiences and good practices in other southern based countries	
<b>Description</b>	Support knowledge building and sharing for secretariat staff of the JSC through South-South co-operation	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of south-south visits	Annual Review of Programme and Interviews with participating judges to obtain views	Annual
<b>Activity Result</b> 2.3.5 (Atlas Activity ID)	<i>Strengthened legal framework for JSC</i>	Start Date: Aug 2012 End Date: July 2014

<b>Purpose</b>	To ensure the independence of the judiciary through a strong framework		
<b>Description</b>	Provide technical support to strengthen legal framework for JSC		
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>	
Level of adoption of recommendations to JSC Act	Assessment of JSC Act	2013	
<b>Output 2.4. Attorney General's Office, Prosecutor General's Office and Police strengthened to implement justice sector reform and law enforcement</b>			
<b>Activity Result</b> 2.4.1 (Atlas Activity ID)	<i>AGO office strengthened to collect and analyse data related to strengthening justice sector</i>		Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To develop capacity in a key government institution to coordinate and monitor justice sector strengthening		
<b>Description</b>	Strengthen government capacity to collect and analyze data on justice sector strengthening (e.g mapping of sector, establishing baselines, data collection and analysis skills)		
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>	
Existence of a database at the AGO providing relevant information on the justice sector	AGO records	2013	
<b>Activity Result</b> 2.4.2 (Atlas Activity ID)	<i>AGO lawyers trained on new bills, constitution, and statutory interpretation</i>		Start Date: Jan 2013 End Date: July 2015
<b>Purpose</b>	To enable the AGO to develop a core team of lawyers who are knowledgeable on new bills and other constitutional/interpretation issues		
<b>Description</b>	Training on new bills, constitutionalism and statutory interpretation for lawyers in the AG's office		
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>	
Number of AGO lawyers trained	Annual Review of Programme and Review of legal advice offered by AGO in respective areas	2014 - 2015	
<b>Activity Result</b> 2.4.3 (Atlas Activity ID)	<i>Lawyers in Prosecutor General's Office trained in critical areas</i>		Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To develop capacity of prosecutor general's office to conduct trials on behalf of the government		
<b>Description</b>	Technical support on implementation of Evidence Act, strengthening prosecution procedures, and ToT on prosecuting drug offences,		

	election-related offences, the use of Prosecutorial discretion, and development of advocacy skills	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No. of trained prosecutors in handling drugs and election related offences	Desk review of training records	Annually
Number of convictions obtained by PGO lawyers	Desk review of legal records	Annually
<b>Activity Result</b> <b>2.4.4</b> <b>(Atlas Activity ID)</b>	<i>SOP for combined operation of Special Victims Unit by Police and PGO</i>	Start Date: Aug 2012 End Date: July 2014
<b>Purpose</b>	To enable the Police and PG's office to accept uniform SoP leading to more efficient functioning	
<b>Description</b>	Support capacity of PG's and Police's Victim Support Unit through training and establishment of SOP, in areas such as prosecuting SGBV offences	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Availability of SoPs for Special Victims Unit	Desk review of unit records Survey of victims	2013
<b>Activity Result</b> <b>2.4.5</b> <b>(Atlas Activity ID)</b>	<i>Strengthened Professional Standards Directorate at the Police</i>	Start Date: Jan 2013 End Date: July 2014
<b>Purpose</b>	To enable the Police to be transparent and be able to conduct internal investigations to assess its own professional and ethical behaviour	
<b>Description</b>	Provide technical support to enhance strategic reform in strengthening the Professional Standards Directorate of MPS	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No. Of recommended reforms initiated	Joint review of police records	Annual
<b>Activity Result</b> <b>2.4.6</b> <b>(Atlas Activity ID)</b>	<i>Police trained in key areas of policing</i>	Start Date: Jan 2013 End Date: July 2015
<b>Purpose</b>	To train police officers in critical areas such human rights, elections, community policing, GBV and the amended police act so that they are better able to protect the civilian population	
<b>Description</b>	Support trainings for front line officers in areas such as human rights based approach to policing, election security, GBV, and Police Custodial Officers Reform	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>

No. of police officers trained in key areas	Training records	Annually
	Random survey among citizens in selected areas about interaction with police	Annually
<b>Activity Result</b> <b>2.4.7</b> <b>(Atlas Activity ID)</b>	<i>Technical assistance and capacity building for community policing</i>	Start Date: Jan 2013 End Date: July 2014
<b>Purpose</b>	To improve confidence about the police among communities and increase their participation in crime prevention	
<b>Description</b>	Provide technical and capacity building assistance to achieve greater engagement with the community through community policing and crime prevention programme	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
See criteria for 2.4.2.	Police records	Annually
<b>Activity Result</b> <b>2.4.8</b> <b>(Atlas Activity ID)</b>	<i>PIC officials trained and sent on detailed assignments to regions</i>	Start Date: Aug 2012 End Date: Dec 2012
<b>Purpose</b>	To enable PIC officials to benefit from working in different regions	
<b>Description</b>	Support to training PIC officials including detail assignment to a regional PIC	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of PIC officials trained and deployed to regions	PIC Annual report	Annually
<b>Activity Result</b> <b>2.4.9</b> <b>(Atlas Activity ID)</b>	<i>Implementation of a centralized crime recording system</i>	Start Date: Jan 2013 End Date: July 2015
<b>Purpose</b>	To enable the Maldives police service to benefit from an electronic criminal database	
<b>Description</b>	Provide technical support to develop a centralized crime recording system and capacity building to execute and implement the system	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Availability and level of utilisation of a crime recording system	Police records	2013
<b>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</b>		
<b>Activity Result</b> <b>2.5.1</b>	<i>ToT for CSOs and HRCM on human rights and legal literacy</i>	Start Date: Aug 2012 End Date: July 2015

<b>(Atlas Activity ID)</b>		
<b>Purpose</b>	To build capacities of CSOs and HRCM to develop legal and judicial literacy for justice sector and human rights monitoring	
<b>Description</b>	Undertake capacity development of human rights actors including HRCM and CSOs through ToTs, especially with regards to their own legal literacy, raising that of others, justice sector and human rights monitoring	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
% of CSOs working on promoting rule of law	Survey	Bi-annual
<b>Activity Result</b> <b>2.5.2</b> <b>(Atlas Activity ID)</b>	<i>Court monitoring by HRCM and CSOs</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To ensure that courts are applying human rights standards and approaches, develop the capacity of HRCM and CSOs to provide a courts watch	
<b>Description</b>	Develop training materials and conduct TOTs for building capacity of human rights actors including HRCM and CSOs to undertake court monitoring and facilitate legal aid referral	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Existence of a court monitoring and referral system at HRCM	Desk review of HRCM records for monitoring reports	2013
<b>Activity Result</b> <b>2.5.3</b> <b>(Atlas Activity ID)</b>	<i>HRCM capacity increased in human rights based budget analysis and monitoring</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To enable the HRCM to monitor government budgets for compatibility with human rights based approaches	
<b>Description</b>	Develop training materials and conduct TOTs to build HRCM's capacity in relation to human rights budget monitoring and budget analysis	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No. of Ministries utilising HRBA in formulating national budget	Review of selected Ministry budgets	Annual
<b>Activity Result</b> <b>2.5.4</b> <b>(Atlas Activity ID)</b>	<i>Awareness programmes carried out outside of Male by HRC about its role, and human rights</i>	Start Date: Jan 2013 End Date: July 2015
<b>Purpose</b>	To increase awareness about human rights among the people of Maldives	
<b>Description</b>	Support the HRC to conduct research and raise awareness about human rights, especially outside of Male, as well as sensitizing the public about its role	

Quality Criteria		Quality Method	Date of Assessment
% of people aware of basic human rights issues and purpose of the HRCM		Survey	Annual
<b>Activity Result</b> <b>2.5.5</b> <b>(Atlas Activity ID)</b>	<i>Technical expertise through South-south exchanges</i>		Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To enable the HRC to learn through good practices in other developing countries		
<b>Description</b>	Provide technical expertise through south-south exchange		
Quality Criteria		Quality Method	Date of Assessment
No. Of south-south exchange initiatives		Annual review of Programme	Annual
<b>Activity Result</b> <b>2.5.6</b> <b>(Atlas Activity ID)</b>	<i>HRC enabled to benefit from the expertise of OHCHR advisors</i>		Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To enable UNDP and HRC to benefit from the expertise of OHCHR advisors		
<b>Description</b>	Collaborate with OHCHR in supporting the work of an international human rights advisor based in-country, twinned with a national officer		
Quality Criteria		Quality Method	Date of Assessment
Level of Utilisation of HR Advisor services by HRCM		Review of HR Advisors reports and HRCM Annual Report	Annual

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

**OUTPUT 3.1. National and local capacities developed for the peaceful management of inter-group and other tensions**

<b>Activity Result</b> <b>3.1.1</b> <b>(Atlas Activity ID)</b>	<i>Baseline surveys and assessments carried out to inform policy decisions</i>		Start Date: Jan 2013 End Date: July 2015
<b>Purpose</b>	To develop research capacity on perception surveys that would serve to influence policy decisions		
<b>Description</b>	Support development of social and policy research and analysis capacities and conduct baseline and periodic assessments of knowledge, attitudes and perceptions regarding social cohesion (including utilising crowdsourcing technology) that will inform policy		

	decisions	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No. Of surveys and studies on national issues	Survey reports, DNP records	2013 - 2015
<b>Activity Result 3.1.2 (Atlas Activity ID)</b>	<i>Mechanism established to enable the three pillars of government to coordinate</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To enable the legislative, executive and judiciary to have a structure forum to liaise and coordinate	
<b>Description</b>	Support establishment of a mechanism between the three pillars of Government such as a liaison office or officer to facilitate relationship building, coordination and information exchange	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Existence of a functioning coordination mechanism	Evaluation of the effectiveness of liaison office or officer	2013 - 2015
<b>Activity Result 3.1.3 (Atlas Activity ID)</b>	<i>Consultative mechanism between councils and communities for early identification of issues</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To bring communities close to their councils with a view to sharing information that would in turn reduce the potential for conflict by identifying triggers and addressing them early	
<b>Description</b>	Support creation and piloting of a consultative mechanism between councils and communities to facilitate early identification of emerging issues	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of pilot communities where such mechanism has been successfully introduced	Review of local councils records LGA reports	Annual
<b>Activity Result 3.1.4 (Atlas Activity ID)</b>	<i>Professionalized human rights defenders network</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To develop national capacity for defending rights of marginalized and disadvantaged groups	
<b>Description</b>	Build capacity of the Human Rights Defenders Network, including women, to address issues involving marginalized groups and to contribute to consensus building and dispute resolution through materials and training (including as local mediators)	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of HRDs trained and active in dispute resolution and mediation	Quarterly Progress Reports Case studies of selected HRDs Surveys	Quarterly

<b>Activity Result 3.1.5 (Atlas Activity ID)</b>	<i>Parliamentarians and constituents connected through Parliament Watch Initiative</i>	Start Date: Aug 2012 End Date: July 2013
<b>Purpose</b>	To enable constituents to have regular and easy access to their representatives for peaceful and convenient articulation of issues	
<b>Description</b>	Support Parliament Watch initiative with the development of a website and mobile app to connect Parliamentarians and their constituents	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No. Of MPs and constituents utilising website	Assessment of website and number of hits	Annually
<b>Activity Result 3.1.6 (Atlas Activity ID)</b>	<i>Increase awareness on Right to Information</i>	Start Date: Aug 2012 End Date: Dec 2013
<b>Purpose</b>	Increased transparency and accountability through improved public awareness on RTI	
<b>Description</b>	Increase awareness on right to information through awareness materials and establishment of RTI outreach services	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of people reached through RTI desk	Survey	Annual
<b>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</b>		
<b>Activity Result 3.2.1 (Atlas Activity ID)</b>	<i>Mapping of current CSO groups and initiatives</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To identify current capacities so that future programmes can build on these capacities where they exist	
<b>Description</b>	Mapping of groups and current initiatives aimed at empowerment of civil society, women and youth in the context of the ongoing democratic transition, and assessment of capacities of these groups and initiatives	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of CSOs that focus on Policy level advocacy and activism	Survey	2012
<b>Activity Result 3.2.2 (Atlas Activity ID)</b>	<i>Targeted trainings for CSOs women and youth</i>	<b>Start Date: Aug 2012 End Date: July 2015</b>
<b>Purpose</b>	To enable CSOs, women and youth to have expertise and a voice	



	with regard to human rights and democratic principles, and how to represent themselves	
<b>Description</b>	Based on mapping, develop and deliver web based trainings for CSOs, women and youth on: 1) human rights, democratic principles, consensus building and social cohesion; 2) NGO planning, management and advocacy and media monitoring	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Awareness levels among target groups on subject areas	Surveys	Annual
<b>Activity Result 3.2.3 (Atlas Activity ID)</b>	<i>Development of CSO portal</i>	<b>Start Date: Aug 2012 End Date: July 2015</b>
<b>Purpose</b>	To provide a sustainable and easily accessible method for people to access information on issues of democratic governance	
<b>Description</b>	Advocacy activities to increase public awareness and acceptance of role of civil society in human rights and democracy, and develop CSO portal for exchange of information including on human rights and legal awareness	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of hits on CSO portal	Assessment of Portal	Annual
<b>Activity Result 3.2.4 (Atlas Activity ID)</b>	<i>Annual Forum held for CSOs</i>	<b>Start Date: Aug 2012 End Date: July 2015</b>
<b>Purpose</b>	To improve the capacity of CSOs for networking and contributing effectively to the democratic discourse and conflict management	
<b>Description</b>	Support to conducting annual forums for civil society organizations to strengthen networking skills and discuss strategies for strengthening CSO coordination and capacity;	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No. Of networking initiatives by regional NGOs generating from forum	Conference Report	Annual
<b>Activity Result 3.2.5 (Atlas Activity ID)</b>	<i>Stronger legal and policy framework for civil society development</i>	<b>Start Date: Aug 2012 End Date: July 2013</b>
<b>Purpose</b>	To enable civil society to function in a free, efficient, transparent and accountable manner	
<b>Description</b>	Support strengthening of legal and policy framework conducive for civil society development	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>

Level of implementation of Associations Act	Survey of Associations Act implementation	Annual
<b>Activity Result 3.2.6 (Atlas Activity ID)</b>	<i>Grants to women's groups prioritizing legal and human rights awareness</i>	<b>Start Date: Aug 2012 End Date: July 2015</b>
<b>Purpose</b>	To empower women to articulate and demand their legal and human rights through implementation of small projects on awareness and capacity building	
<b>Description</b>	Establish a small grants program, and criteria for selection of projects prioritizing women's groups, legal and human rights awareness raising, and activities that empower targeted groups	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
% of CSOs working on human rights and women's rights	Project Reports	Quarterly
<b>Activity Result 3.2.7 (Atlas Activity ID)</b>	<i>Women trained on representing themselves at all elections</i>	Start Date: Jan 2013 End Date: July 2015
<b>Purpose</b>	To strengthen women's representation at local and national elections	
<b>Description</b>	Deliver targeted trainings on leadership, communication, gender and women's rights, and campaign management for women, targeting Parliamentary, local and WDC elections through workshops, use of media and online resources	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
% of women elected as councillors and MPs	Electoral results at national and local levels	Election time
<b>Activity Result 3.2.8 (Atlas Activity ID)</b>	<i>Advocacy strategy for women's participation and annual forum</i>	Start Date: Aug 2012 End Date: July 2015
<b>Purpose</b>	To improve and increase women's participation in public life at the decision making level	
<b>Description</b>	Develop and implement an advocacy strategy to promote women's participation in public life; and organize an annual networking forum for women councillors, including consultations with a successful female local gov't representative from the region	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Strategy accepted by stakeholders	Perception Survey	2013
Annual forum with wide participation	Conference Reports	Annual
<b>Activity Result 3.2.9</b>	<i>Community based theatre workshops</i>	Start Date: Aug 2012

<b>(Atlas Activity ID)</b>		End Date: July 2015
<b>Purpose</b>	To provide youth a platform to participate on issues of social cohesion and articulate their vision and aspirations	
<b>Description</b>	Conduct community based theatre workshops for youth with a focus on social cohesion	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of theatre workshops and participation by youth	Reporting on theatre workshops in quarterly progress reports	Quarterly
<b>Activity Result 3.2.10 (Atlas Activity ID)</b>	<i>Youth leadership programmes such as model UN conducted</i>	<b>Start Date: Aug 2012 End Date: July 2015</b>
<b>Purpose</b>	To develop and foster leadership skills among youth	
<b>Description</b>	Conduct youth leadership programmes to increase youth civic engagement such as Model UN, debating groups and activities with youth wings of political parties	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
% of youth taking leadership at community level	Reporting on activities in quarterly progress reports	Quarterly
<b>Activity Result 3.2.11 (Atlas Activity ID)</b>	<i>Youth promoting intra-community understanding and confidence building</i>	<b>Start Date: Aug 2012 End Date: July 2015</b>
<b>Purpose</b>	To provide youth with an opportunity to play a leadership role in building peace and confidence at the local level	
<b>Description</b>	Identify and support initiatives for youth to promote intra-community understanding and confidence building at the local level	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number and quality of youth initiatives supported	Quarterly progress reports of Project	Quarterly
<b>Output 3.3 Enhanced capacity of the media to contribute to democratic discourse</b>		
<b>Activity Result 3.3.1 (Atlas Activity ID)</b>	<i>Training and awareness raising on Code of Conduct for journalists</i>	<b>Start Date: Aug 2012 End Date: July 2015</b>
<b>Purpose</b>	Increased awareness and compliance with the Code of Conduct for journalists	
<b>Description</b>	Raise awareness and conduct training on the Code of Conduct for Journalists	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>

No. Of media organisations complying with Code of Conduct	Media Watch reports	Annual
<b>Activity Result 3.3.2 (Atlas Activity ID)</b>	<i>Discussions on the role of media in democracy</i>	<b>Start Date: Aug 2012 End Date: July 2015</b>
<b>Purpose</b>	To increase awareness among people on the role of media in democracy and be able to hold media accountable for free and fair reporting	
<b>Description</b>	Support series of discussions on important topics relating to the role of media in democracy	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of discussions held	Quarterly progress report of project	Quarterly
<b>Activity Result 3.3.3 (Atlas Activity ID)</b>	<i>Strengthening the content monitoring system of MBC</i>	<b>Start Date: Jan 2013 End Date: July 2015</b>
<b>Purpose</b>	Increased capacity of MBC to hold media accountable for free and fair reporting	
<b>Description</b>	Support to strengthening the content monitoring system of MBC	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Content monitoring system established and operational	Quarterly progress report of project	Quarterly
<b>Activity Result 3.3.4 (Atlas Activity ID)</b>	<i>MBC and Media Council enabled to receive and address public complaints on ethics</i>	<b>Start Date: Jan 2013 End Date: July 2014</b>
<b>Purpose</b>	To provide the people with a predictable and transparent platform to address their complaints on unethical media broadcasts and have them addressed	
<b>Description</b>	Develop the capacity of the Maldives Broadcasting Commission and the Maldives Media Council to receive and address public complaints related to unethical media broadcasts	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of complaints received by MBC and MMC	Assesment of complaints mechanism of MBC and MMC Survey of people who submitted complaints	
<b>Activity Result 3.3.5 (Atlas Activity ID)</b>	<i>Regulatory framework and enabling environment for community broadcasting</i>	<b>Start Date: Aug 2012 End Date: July 2014</b>

<b>Purpose</b>	To professionalize the environment for community broadcasting and encourage community broadcasters	
<b>Description</b>	Developing regulatory framework and enabling environment for community broadcasting	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No. of community broadcasters operational	Survey	Annual
<b>Activity Result 3.3.6 (Atlas Activity ID)</b>	<i>Establishment of Media Watch programme by civil society</i>	<b>Start Date: Jan 2013 End Date: July 2014</b>
<b>Purpose</b>	To develop civil society capacity to monitor media broadcasts	
<b>Description</b>	Support establishment of Media Watch programme by civil society	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Existence of a functioning Media Watch programme	Reports by media watch	Annual

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## VI. LEGAL CONTEXT

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This document together with the UNPAP (UN Programme Action Plan) signed by the Government and UNDP which is incorporated herein by reference, constitute together a Programme Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPD and UNPAP apply to this document. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner”, as such term is defined and used in the UNPAP and this document.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the programme funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document.

## ANNEX 1: Risk Analysis and Risk Log

This Programme has been developed at the time of a rapidly evolving political situation and democratic transition in the country. There are a number of factors, such as upcoming elections and potential changes in decision making positions, which may affect the implementation of the programme. For its success, the programme is developed based on certain assumptions that may or may not be upheld. These assumptions include: 1) the political environment will continue to be relatively stable, regardless of the elections outcome and potential change in the government, 2) changes in the decision-making positions in the key institutions will be minimal and undistruptive to the programme management, 3) political buy-in and national ownership will be intact. Since the situation under which the Programme will be implemented continues to be fluid and uncertain; therefore, a constant analysis of the situation and adjustments through the implementation period. The Risk Log below will be monitored carefully to inform the Programme Board, to ensure the continued relevance and effectiveness of the proposed Programme activities.

### Risk Log: Governance Programme

#	Description	Category	Probability and Impact	Countermeasures / Management response	Date Identified	Last Update	Status
1	Early Presidential Elections, political events, economic crisis or other situations cause national priorities to change impacting on programme	Political	P=4 I=4	Some of the elections related support in the programme could be initiated earlier and more intensively. Other election related activities will be discussed with national partners to develop a full elections project.	Programme inception		
2	Elections, and their outcomes, may contribute to instability and political uncertainties and possible violence	Political	P=2 I=3	UN RCs office will continue to be engaged with the EC and police through the PDA and ensure close collaboration to identify conflict prevention strategies and potential hotspots for local and national elections	Programme inception		

3	Unforeseen events may challenge EC's ability to perform its mandate	Institutional	P=2 I=3	Close engagement by UNDP and international community with civil society, media, EC and police.	Programme inception		
4	A decision by one or more political parties to reject processes supported in the programme or national processes such as the next elections	Political	P=2 I=3	Continue to reach out and engage with all political parties and stakeholders. Use UN's good offices to bring in high level mediators. Liaise with key international partners.	Programme inception		
5	Public confidence in State Institutions decreases due to political positioning	Political, Strategic	P=3 I= 1	Further strengthen support to CSOs and media to enhance public dialogue on particular issue. Promote transparency and public engagement of public institutions including the EC, Majlis, Justice sector, etc	Programme inception		
6	Unexpected changes of champions of the programme in key positions	Institutional	P=4 I=3	Use relationships developed with non-political actors to reduce impact	Programme inception		
7	New, unanticipated technical assistance needs arise during the implementation of the programme.	Operational, Strategic	P=3 I=2	Apply rigour in programme management and use support from the Asia-Pacific Regional Centre, HQ and other parts of UNDP for backstopping as appropriate.	Programme inception		
8	A constantly evolving political environment and legal framework make it difficult to plan and sustain long-term reforms	Political	P =3 I=4	Use relationships developed with non-political actors to reduce impact	Programme inception		
9	Decrease in political will / commitment to advance reforms	Political	P=2 I=2	Proactive engagement with highest political echelon to push for reforms. Strengthen engagement with civil society and media.	Programme inception		

10	Overlapping responsibilities and mandates lead to frictions and paralysis of programme activities	Strategic, Operational	P=1 I=1	Use UN Good Offices role for facilitation and problem solving	Programme inception		
11	Inter-party relations and/or inter-agency relations at a national level become further embittered delaying decision making and reducing the ability to move the programme forward	Political	P = 2 I = 4	The programme will work quickly, using existing political space, to achieve consensus for this programme. Use UN hi-level mediation supported by PDA to engage political leaders and high – mid level party representatives.	Programme inception		
12	Environmental disaster reduces priority of this programme	Environmental	P = 1 I = 4	Encourage collaboration between political parties in managing the national response, using networking opportunities provided in this programme. Ensure necessary linkages between governing institutions and disaster response mechanisms.	Programme inception		
13	External factors strain relationship between UN and national partners	Political	P=4 I=1	Increased and closer relationship with all stakeholders, in particular with the champions	Programme inception		



**ANNEX 2: Agreements:**

Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the “executing entity”) should be attached.

## **ANNEX 3: Draft Terms of Reference of Key Programme Management and Support Staff**

### **1. CTA/Programme Manager (International P4)**

#### *Key roles and responsibilities*

The Programme Manager will work under the overall guidance of the UNDP ARR Democratic Governance and direct supervision by UNDP Programme Head. The Programme Manager will work closely with key stakeholders including key government agencies, CSOs and development partners for effective implementation of the Programme. S/he will be responsible for ensuring that the programme achieves its intended results. S/he will supervise the Project Managers for Result 1,2 and 3 as well as support staff.

#### **I. Strategic advice and policy support**

- Provide strategic and technical support to the Strengthening Democracy Programme, and coordinate its implementation in close cooperation with other relevant national and international stakeholders
- Strategic advise to the CO and high level policy advise and technical assistance to Government and partners to support the implementation of the programme in its three result areas taking into account international best practices and the Maldivian context
- Provision of expert and thematic input and contribution to the programming and further development of the Programme outputs and activities with the aim to ensure programmatic synergies and effective linkages of across result areas
- Provide leadership to a team of national professionals in providing technical support for implementation of specific activities aimed at achievement of the targeted development results
- Compilation, analysis and research of the democratic issues in the country and preparation of technical and strategic position papers, presentations, advisory and briefing notes
- Lead the overall programme resource mobilization efforts by establishing and maintaining effective relationships with current and emerging development partners
- Keep abreast of social and political development dynamics which will impact on delivery of the programme and potential follow-on programming
- Effective liaison with key stakeholders to identify critical linkages between the different components of the programme and to facilitate achievement of results

#### **II. Programme implementation**

- In cooperation with the National Programme Manager, provide necessary inputs to the Programme Annual Work Plans (AWP), Quarterly Work Plans (QWP) and Monitoring and Evaluation Plans
- Coordinate national and international consultants in close cooperation with the National Programme Manager, with a view to provide strategic advice, guidance, input and quality assurance
- Participate in the development of Terms of References for all required consultants and staff especially with a view to ensure that necessary quality of technical expertise and output is obtained
- Together with the National Programme Manager, maintain close coordination with the key stakeholders, UN agencies and development partners on all aspects of programme implementation
- In close cooperation with the National Programme Manager, develop appropriate working relations with key stakeholders for effective implementation of the programme
- Participation in the recruitment process as needed

#### **III. Partnerships and Resource Mobilization**

- Develop and implement partnership and resource mobilization strategy for the programme. In this regard identify funding opportunities and lead project resource mobilization efforts with donor partners, including the development of advocacy/communication tools in support of resource mobilization.
- Ensure coherence, complementarities and coordination with other development partners in the area of support to democratic governance.
- Build partnerships with national and international NGOs throughout the project implementation.
- Manage, monitor and report on financial resources allocated to and delivered by the project to contributing partners.

#### *Qualifications and Experiences*

- Master's Degree or equivalent in Political Science, Social Sciences, Law, Legal Affairs, or related field.
- A minimum of 7 years of progressive experience in the area of design, management and implementation of governance programmes.
- Good knowledge of UNDP's rules and procedures for project/programme implementation.
- Experience working in democratic transition context and in the Maldives or a culturally similar context is an advantage.
- Experience in programme/project planning and execution as well as monitoring and evaluation of projects/programmes.
- Knowledge of resource mobilization processes of multilateral and bilateral donors, combined with experience in project development and fund raising.
- Strong knowledge of UN/UNDP policies, programming frameworks and procedures, proven ability to design and facilitate complex development intervention.
- Sound analytical skills on political, legal, social, cultural and any other relevant issues.
- Fluency in English, including excellent writing skills.

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## **2. National Project Managers (National SC 8/9)**

### *Key roles and responsibilities*

Implementation of programme results, including:

- Day-to-day management of project activities under his/her respective result area of the Programme;
- Coordinate with relevant Government implementing partners and UNDP to ensure that expected outputs are delivered in a timely manner;
- Ensure project is implemented in compliance with UNDP and Government's Procurement and Human Resources Guidelines, and financial requirements;
- Ensure that project is executed according to work plans and within established budgets;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Put in place and facilitate results-based implementation of programme activities;
- Effective monitoring for ensuring implementation of project activities;
- Assess the programmatic impact and oversee the appropriateness and the accuracy of methods used to verify progress and the results;
- Manage and monitor the project risks initially identified, submit new risks to the Project Management Team for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log;
- Prepare the Project Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Management Team;

- Ensure timely submission of quarterly financial and activity progress reports to UNDP as well as adequate financial management of allocated resources;
- Oversee timely preparation of reports for UNDP; and
- Performance of other duties as required in support of project implementation.
- Creation of strategic partnerships and implementation of the resource mobilization strategy
- Provision of quality advisory services to the CO and RPs/IPs and facilitation of knowledge building and management

#### *Qualifications and Experience*

- Masters Degree in Project Management, social sciences, development studies or any other field related to the programme result. University Degree or post Secondary Education/Training in the same areas with more than 3 years of experience
- Good knowledge of good governance/ capacity building /human rights /social cohesion issues, or experience in working a related field of the results areas of the Programme
- Excellent Managerial and analytical skills, and experience in results based management
- Strong Communication skills, verbal and written and networking skills and good command of English and Dhivehi
- Good working knowledge of information technology.
- Sound knowledge of financial procedures
- Demonstrable ability to work in a team environment, and to strengthen all team members through collective action and individual initiative

### **3. Operations Associate (National SC 5)**

#### *Key roles and responsibilities*

- Administration of programme strategies, adapts processes and procedures
- Support to management of the governance programme
- Administrative support to the governance programme Unit
- Support in creation of strategic partnerships and implementation of the resource mobilization strategy Facilitation of knowledge building and knowledge sharing

#### *Qualifications and Experience*

- Prior experience with the UN system or an international NGO is desirable.
- Good Communication Skills in Dhivehi and English and demonstrable skills in office computer use - word processing, spread sheets etc.
- Core Competencies; Demonstrating/safeguarding ethics and integrity, Demonstrate corporate knowledge and sound judgment ,Self-development, initiative-taking, Acting as a team player and facilitating team work ,Informed and transparent decision
- Secondary Education, preferably with specialized certification in International development,
- Accounting and Finance. University Degree in International Development, Business or Public Administration, Economics, Political or Social Sciences would be desirable, but it is not a requirement.
- 7 years of progressively responsible administrative or programme experience is required at the national or international level. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems.

### **4. Operations Assistant (National SC 4)**

### *Roles and responsibilities*

Ensures implementation of operational strategies and effective and efficient functioning of the programme through:

- effective administrative and logistical support to the programme including arrangement of appointments and meetings, maintaining minutes of meetings, support to procurement and payment processes including preparation of necessary documentation
- Making timely payments in accordance with UN/UNDP rules, regulations
- Arrangements of travel and hotel reservations, preparation of travel authorizations, processing requests for visas, identity cards and other documents for consultants and missions
- Administrative support to conferences, workshops, meetings, retreats.
- Maintenance of the filing system ensuring safekeeping of confidential materials.
- Conducting financial transactions in ATLAS, such as creation of requisitions and receipts and maintaining financial records.

### *Qualifications and Experience*

- Advanced Level education preferably with specialized certification in Accounting and Finance. Diploma or University Degree in Management or Social Sciences would be desirable, but it is not a requirement.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems.

**ANNEX 4: Capacity Assessments of Responsible Parties, including HACT assessments**