

Executive Summary

The new Country Programme was initiated under the UNDAF and opportunities were used for information exchange and interagency partnerships. The development of a communication strategy for the introduction of Pentavalent vaccine proved to be a very good opportunity for team building and work planning with WHO. UNICEF provided international technical support for developing the strategy, which was well received. This was a good achievement during the year. Another achievement was the assessment of the feasibility of establishing community based rehabilitation of Juvenile Offenders. This too was supported by UNICEF through engaging international technical expertise on the subject. Two studies were completed on Child Rights through national consultancy support provided by UNICEF. The findings drew attention to the rights of all children noting that children tend to be neglected in matters that affect them most. Issues of inequities related to gender and marginalized groups especially in far flung islands were constantly advocated. The sharp contrast between the capital island Male' and other islands, in terms of access to health and education services continued to be a subject of discussion on Equity.

Programme progress was met with certain government package restrictions offered to all staff and availed by several, including some very talented and qualified members. While the measure was taken to reduce the size of the bureaucracy in order to enhance efficiency, this has yet to occur and will require streamlining of work processes and clarity of roles and responsibilities. The expected results related to working in a coordinated manner could not be achieved due to limited opportunities of inter-sectoral coordination. Lengthy and bureaucratic procedures for engaging national consultancy support in a number of areas led to delays in programme implementation. UNICEF will continue to focus on support to the Government's long term capacity development plans in line with government priorities and the UNDAF.

The UNDAF brings all UN agencies together at a common platform. The small but very effective UN team shares workload responsibilities through regular interagency consultations, as well as several theme groups. Government counterparts are invited to participate in theme group discussions as a shared responsibility for planning of programme interventions under the UNDAF. One important collaborative partnership mobilized by UNICEF was the National Action and Coordination Group (NACG) a network of six NGOs, formed under the South Asia Initiative for Ending Violence Against Children (SAIVEC) created within the jurisdiction of SAARC.

Country Situation

Maldives reported having achieved five out of the eight Millennium Development Goals (MDGs) ahead of the 2015 deadline, making it South Asia's only "MDG +" country. Remarkable achievement has been gained in eradicating poverty and hunger (MDG 1), universal education (MDG 2), decreasing child and maternal mortality (MDG 4 & 5) and combating HIV/AIDS, malaria and other diseases (MDG 6). However, steps need to be taken to focus on gender equity and women's empowerment (MDG 3), environmental sustainability (MDG 7) and global partnerships for development (MDG 8).

Local councils have been established under the new decentralized system of governance. During the year, the government heavily emphasized on results-based budgeting. UN agencies including UNICEF were invited to give inputs in the work done by the Steering Committees. These steps were seen as agencies delivering efficiently to the dispersed rural populations. Health, child protection, gender equity and drug abuse prevention continued to pose challenges within the decentralized governance setting.

Though substantial progress has been seen in reducing child and maternal mortality, there are concerns about sustainability of these improvements due to the absence of clarity over the roles and responsibilities assigned to the Ministry of Health and Family. The situation seemed to get aggravated with the responsibilities of public health given to island and city councils. Furthermore, the child protection mechanism and procedures remain inadequate to deal with the high rates of child abuse. Positive developments have also taken place such as the ratification of the Law on Special Measures Applicable to Perpetrators of Child Sexual Abuse.

Gender equity is challenged by influential fundamentalist groups promoting a conservative approach towards women's development. Major challenges include domestic violence, child abuse and decreased capacity of social workers to address these issues. A recent address by the President on domestic violence has been a positive step towards raising awareness on women's rights.

Progress made in achieving MDG 1, 2, 4 and 5 seems to be declining thus posing questions of sustainability. The linkages between income, geography and level of education of the mother are important factors to sustain the achievement of these Millennium Development Goals (MDGs). According to the DHS (2010), 13% of infants with low birth weight were born to mothers with no formal education compared to 10% to mothers with secondary education. These rates have significant disparities when compared by wealth quintile and between atolls. Anecdotal evidence collected through field visits indicates an increase in the number of out of school children as well as in the number of babies prevented from being vaccinated on the basis of religious beliefs. This calls for stronger advocacy to create awareness regarding associated risks to the well-being of children and the future of the country.

Maldives is in the third stage of the demographic transition with a high percentage of young population seeking employment. The situation is further exacerbated high rate of drug abuse which poses challenges with rehabilitation and after care services. There is lack of rehabilitation and after care services in the country and the demand exceeds the supply. An on-going national drug use survey is expected to provide information on the prevalence and extent of the problem.

Maldives is moving towards becoming a full-fledged democracy as well as a middle income country, therefore many new laws and regulations that are being drafted get tabled in the parliament to be passed, ratified and approved by the Attorney General. The bills and regulations specifically targeted to children such as the Juvenile Justice Bill, Child Rights, Care and Protection Bill and the Minimum Standards at Institutions of Alternative Care, are pending in the respective government agencies due to competing priorities, lack of resources and dearth of qualified professionals. Issues causing barriers in the legislature need to be addressed for the country to attain a full democratic status.

A complete and long term developmental agenda focusing on children is required, for the country to move towards achieving its global commitments and goals. It also needs to diversify its economic base and explore other avenues to generate revenue to overcome its debts to be able to overcome an economic crisis.

Who are the deprived children in your country context?

Huge socio-economic disparities exist between the Capital Male' and the atolls. 19% of the children under five are stunted, while 17% of children in the same age group are underweight. Stunting and malnutrition in children under five is higher in rural than in urban areas. The prevalence of malnutrition, wasting and stunting in children under five is highest in the North Central region. (DHS, 2010).

Northern atolls contain more than 60% of the impoverished. (SitAn 2010). Wide dispersion of population poses challenges for provision of basic services such as health and education.

Lack of employment and education opportunities predisposes young people into criminal and anti-social behaviour resulting in marginalisation. Unemployment among youth has risen to 16.7% in Male' and 18.7 % in atolls (Census 2006). Recreational facilities are few resulting in substance abuse and risky sexual behavior, especially amongst the younger generation.

Children in conflict with law are very vulnerable. With only a having attended school, majority are reported to have fallen out of the education system and/or lack of a supportive family environment.

Children in abusive families are often denied legal redress. Children in alternative care institutions may be deprived of quality care and good education due to social pressures.

Children with disabilities often suffer maltreatment at the hands of care givers and parents. Welfare assistance to children with disabilities and their care givers, remains a challenge, particularly in the islands.

Women face challenges due to lack of economic and political opportunities and are likely to encounter issues of violence

Data/Evidence

UNICEF assisted the government in developing its results framework and in establishing the Maldives Child Protection Database and MaldivInfo. Efforts were made to support data generation and analysis for programming and to bring initiatives in the public domain through discussion on findings and recommendations.

An initial feasibility study on out of school children was carried out to build baselines for programming purposes including budgeting in addressing issues related to out of school children. It was also recommended that a qualitative study be undertaken on out of school children to further understand the causes of exclusion and absence.

In addition, an assessment of knowledge on child participation in the Maldives was undertaken to build on the participation mechanism of children in the developmental agenda and the report is in its final stages to be finalized.

Further expansion of Maldives Child Protection Database was carried out for the purpose of incorporating different agencies' work on child protection issues including areas of child abuse, juvenile justice and gender-based violence. The database was expanded to the two southern atolls (Addu and Fuvahmulah). The database can be used as a tool by managers to review progress and to identify where cases get blocked. It further recommends improvement of service provision and most importantly can be used to inform decision making.

Maldiv Info was further updated to include MDG and related sectors' indicators. The database has already helped in streamlining and standardizing national statistics, and is expected to continue to provide disaggregated data to help formulate evidence-based planning and policies.

Monitoring Mechanism

In 2011, the Maldives Country Office (MCO) continued its assistance to track and measure results through Managing for Development Results framework (MfDR). This included support to the sector specific results framework which is the basis for programming of government budget as well as the monitoring and evaluation mechanism. UNICEF also assisted the government with MaldivInfo and Maldives Child Protection Databases. Technical assistance was also provided for studies and surveys such as the feasibility study on out of school children and assessment of knowledge on child participation. Technical assistance is further required to track and assess the situation of most vulnerable population groups. The analytical capacity at national and sub-national levels needs to be enhanced for a better understanding of issues of inequities affecting vulnerable children.

Capacity development of government officials on results-based management has been a top priority of UNICEF and hence a session on results based management was included in the DevInfo/MaldivInfo administrators and monitoring and evaluation training. Both of these trainings were carried out with the assistance of the DevInfo Support Group and APSSC. Such preparation sessions will also be conducted in the future to cover all 31 sectors of the government under the MfDR.

Retention of trained staff has continued to be a challenge and exacerbated by the introduction of the government's redundancy package

Support to National Planning

Programme progress is regularly monitored through monthly meetings of the Programme Coordination Group where implementation and related challenges and opportunities are reviewed and reported along

with funds utilisation. Issues that need management decisions are reported and discussed in the Country Management Team meetings which are held monthly and the final outcomes are shared with partners to support programme implementation. While these are internal mechanisms, they are also decision making forums to support partners in improving programme implementation rates.

Regular quarterly meetings are carried out with counterparts on the implementation of programme activities. Major changes were discussed and agreed upon at the mid-year review held in August 2011. An annual review was held for the 2011 programme with the Ministry of Finance and Treasury and the nodal ministry for the UN, to review key cross cutting issues and challenges.

Regular training of counterparts was supported to improve capacities in several areas of work. Government officials were trained in results based management, statistical analysis and monitoring results. The demand for such trainings is on the rise.

Due to financial constraints some government counterparts depended on UNICEF's resources for tracking progress in the field. Financial support was provided selectively and for field monitoring of critical issues such child abuse, child protection, community based protection for juvenile offenders and juvenile justice especially in far flung areas.

The M&E training of partners mentioned in the section above was also undertaken to strengthen government capacity to track programme progress and outcomes.

Any other relevant information related to data/evidence?

In the last Country Programme, UNICEF contributed heavily towards establishing databases such as the Online Nutrition and Child Health Surveillance System, Maldives Child Protection Database and MaldivInfo. However for various reasons these databases are not being fully taken advantage of, therefore in the future, support on this subject will be provided by looking into long term software issues, sustainability, capacities and mainstreaming into government systems.

The coordination of national statistics system needs to be improved. It has been observed that sectors investing on databases, research and softwares related to management of information, need appropriate central coordination in order for them to be compatible with national standards and other databases in use, for appropriate inter-linkages.

Country Programme Analytical Overview

Although Maldives is amongst the early achievers of a number of MDGs, as a country in transition it continues to present a wide range of issues with equity. It is therefore important to prioritize and focus on a few critical ones in order to achieve results with equity. The MCO will work in close coordination with other UN agencies under the UNDAF and efforts will be made to identify shared priorities within the UNDAF framework.

Based on lessons learned from the past, UNICEF will add new partnerships in view of the limited capacity of the Government. We will continue to explore partnerships with NGOs using the small scale funding approach. There is also a growing interest in working with the private sector through a public - private partnership approach. Although major changes in programme strategies will be made at the Mid Term Review (MTR) in 2013, some initiatives will be piloted earlier to obtain experience and demonstrate for future expansion at a larger scale.

UNICEF organized a training in mainstreaming of C4D using international expertise. The training was opened to counterparts as well and a common understanding was developed on ways and means to

incorporate a C4D focus for priority areas of the CPD.

The Country Programme was designed to move away from service delivery into upstream policy level work. However issues of service delivery including quality of services have to be overcome especially in remote island communities where UNICEF has a major role here in drawing attention towards the conditions of deprived children. UNICEF will advocate for the rights of children especially those living in remote areas.

Effective Advocacy

Initiating action to meet benchmarks

In the new Country Programme (2011-2015) Advocacy has been identified as an important component to provide a solid and consistent voice for children.

During 2011, the main focus of Advocacy was around child rights including their participation and representation. The role of policy makers and other stakeholders was also addressed to ensure that they are aware of child rights and related issues.

Strategic partnerships are key to moving advocacy initiatives forward, and UNICEF has partnered directly and indirectly with a wide range of stakeholders at the national, provincial and island levels to promote child rights. These included relevant Government agencies, independent institutions, the private sector, media, civil society organisations and the Human Rights Commission of Maldives.

Advocacy with the Ministry of Education on Child Friendly Barabaru Schools led to completion of the pilot phase as planned in three islands of Gaafu Dhaalu Atoll where the CFS newsletter was developed by students from primary and secondary grades. The corresponding advocacy strategy has also been endorsed by the Ministry of Education for scaling up of the CFS newsletter.

The importance of a communication strategy for the introduction of Pentavalent vaccine was advocated with the Ministry of Health and Family. Consequently a communication strategy was developed in close consultation with stakeholders including government and WHO. In addition, several discussions took place to champion for maternal and child nutrition, and a Behaviour Change Communication (BCC) strategy was developed with emphasis on stunting and wasting.

Advocacy with the Department of Gender and Family Protection Services led to drafting of a BCC strategy for child abuse prevention to improve the quality of life of children and families in Maldives.

Several discussions took place with various stakeholders to advocate for child friendliness in UNICEF assisted programmes. More specifically the idea of a Child Friendly Island was discussed with several partners to experiment with demonstration of an increased impact through programme convergence.

A feasibility study on out of school children, an assessment to determine feasibility of establishing community based rehabilitation of juvenile offenders, an analysis of children's representation and participation in the media and a knowledge assessment on child participation will form the basis for evidence based programming.

In 2011, substantial efforts were made to strengthen existing partnerships with print and broadcast media including the media regulatory body - Maldives Media Council. This resulted in developing guidelines on ethical reporting on children which will be incorporated into the Maldives Media Code of Ethics. Advocacy on UNICEF's work was further enhanced by visibility through its Facebook page and UNICEF Maldives website.

Changes in Public Policy

The regulation on Providing Protection and Financial Assistance to Persons with Disabilities was enacted in 2011. This regulation sets out principles and procedures for providing protection and financial assistance to persons covered in the disability registry and enhancing access to services in a transparent manner. The regulation is an important step towards providing efficient and effective services for children with disabilities and adherence to the Convention of the Rights of people with Disabilities. Children with disabilities are a vulnerable group that UNICEF has been advocating for with the Department of Gender and Family Protection Services through support to capacity development for delivery of comprehensive and efficient protection services.

UNICEF participated in discussions held in the Parliamentary Committee on Social Affairs on the Pre-School Administration Act which was passed and ratified in 2011. The Act lays down policies regarding the expansion and growth of pre-school education in the country and the required regulatory frame work for local councils through provision of an enabling environment and equal opportunities for all children of preschool age in the country. The Act requires the Ministry of Education to set minimum standards for administration of preschools to benefit all children including the disabled and those living in far flung and deprived areas.

UNICEF continued discussions with NSPA on social protection issues and on the need to do a comprehensive vulnerability assessment to form the basis for the drafting of the Social Protection Act. The assessment will also identify different groups that are predisposed to social and economic vulnerabilities and may need to be covered by financial assistance programmes. The National Social Health Insurance act was ratified at the end of 2011, which establishes a Universal Health Insurance Scheme, "Aasandha", a public private partnership that replaced the previous scheme "Madhana". The Act guarantees the right to equitable and quality basic health care to all Maldivians and stipulates standards and principles for the provision of basic health care.

In 2011, UNICEF rendered support to the formulation of the Inclusive Education Policy which is now in its final stages of approval by the government. This policy stipulates inclusion and early identification of children with Special Education Needs (SEN), children with disabilities, gifted children, children in emergencies and crisis and children in conflict with the law in the school system and proposes measures that are responsive to the needs of those children and whenever possible, to mainstream them. UNICEF also supported the curriculum review and is a member of the Advisory Committee for the Inclusive Education Policy as well as the Steering Committee of the curriculum review.

Leveraging Resources

In 2010, UNICEF Maldives received a commitment of funding from the Japan National Committee for activities related to nutrition and environmental education and received a Norwegian contribution to the WASH programme. The funding from the Japan National Committee was received in 2011. In addition UNICEF also received a total of Global thematic funds worth US \$ 400,000 for Focus Area 2. These funds will be utilised for the promotion of equity through support to child friendly schools, a longitudinal study on the impact of the current curriculum and a policy on assessment for learning.

No further efforts were carried out during the year since the implementation rates were low and no additional funds were required for 2011.

Capacity Development

Partially met benchmarks

Capacity development constitutes one of the main components of the Country Programme. The

development of activities for support in this area in 2011 began with consultations with partners to identify the needs in different areas of collaboration identified in the CPD.

Training was provided to a key staff of 31 priority programmes of the government to enhance capacity in results based management. A Training of Trainers was conducted to strengthen national capacities for country-led monitoring and evaluation and to establish a data collection mechanism at island level. The training was conducted with the facilitation support from the DevInfo Support Group.

Through a partnership with the Scottish Police College, a training was provided to police investigation officers on juvenile justice and investigations of juvenile crimes. The programme has now been incorporated into the training agenda of the Maldives Police Training Academy and will be offered on an on-going basis. Separate assessments were undertaken to determine the feasibility and capacity for establishing community based rehabilitation of juvenile offenders and to determine the capacity of the Human Rights Commission of Maldives to monitor implementation of CRC. The recommendations from these assessments will be taken into consideration in developing activities for work plans in 2012.

In the Education sector, emphasis was placed on developing capacity for monitoring schools for child friendliness at national, sub-national level and school level using the nationally adopted standards for Child Friendly *Baraabu* Schools.

The Health sector has faced some initial challenges in view of the decentralization and corporatization of health services in the Maldives. An assessment undertaken by WHO in July 2011 has recommended UN support to capacity development for implementation of decentralized primary health care in the country and will be given due consideration in future capacity development activities.

In 2011, MCO also provided training to government and civil society partners as well as UNICEF staff on Communication for Development (C4D). The main objective was to strengthen capacity to integrate the planning and management of C4D interventions into programmes and improve knowledge on the key concepts, principles, processes and outcomes of relevant strategic approaches.

A modest beginning was made to orient both the print and broadcast media on relevant articles of the CRC and principles of ethical reporting on children. This was a significant initial step in the right direction particularly in view of new freedoms granted to the media in the Maldives as a result of the democratic transformation process.

On reflection, it is noted that UNICEF needs to take a more strategic approach to capacity development through a sound gap analysis and collaboration with other partners. The office is also cognizant of the need to establish the practice of assessing impact of capacity development exercises, to learn lessons from such activities and improve future capacity development initiatives.

Communication For Development

Initiating action to meet benchmarks

C4D approaches have been integrated into the 2011-2015 Country Programme to reinforce government and community capacity to promote positive behaviour and social change. The strategic focus of C4D rests on enhancing programme effectiveness and sustainability to ensure children as agents of change.

Efforts to create awareness on improved hygiene behaviour among school children continued in 2011 and activities were conducted in 10 schools through a partnership with the Maldivian Nurses Association. Approximately 1000 students (500 girls and 500 boys) participated in a one day workshop organized in these 10 schools, eight atolls across the country. The workshops focused on activities to help children

understand key messages related to hand-washing.

In addition, public awareness materials were developed in collaboration with Maldives Customs Services for drug abuse prevention. UNICEF also supported the Human Rights Commission of Maldives to review the CRC booklet for children and will further engage in promoting awareness amongst school children on child rights in 2012.

A three-day training program was conducted in 2011 with the support from APSSC to strengthen capacity of MCO programme staff as well as implementing partners in integrating the planning and management of C4D interventions within programmes, including measuring behaviour and social change outcomes. Twenty three participants from government agencies, civil society groups and UNICEF participated in the training in which key concepts, principles, and outcomes of strategic C4D for behaviour and social change that reflect human rights principles of gender, inclusion and equity were discussed.

Service Delivery

Partially met benchmarks

The main areas of work in the CPD include upstream policy advocacy and strengthening partnerships and capacity of duty bearers to ensure children's rights are fulfilled. As programming in middle income country UNICEF Maldives CO does not undertake any direct service delivery.

However, UNICEF supported the government in two main areas. It continued with the support in procurement services of vaccines and de-worming tablets. One of the main challenges in meeting the deadlines for vaccine procurement are complications in the government processes and thus in transferring funds on time.

In addition, UNICEF continued to provide cash assistance for the printing of important materials in critical areas. Examples include, updating the growth monitoring charts to include pentavalent vaccine, child friendly printed version of the Convention on the Rights of the Child and Standard Operation Procedures for delivery of decentralised health services.

The results of a number of key staff, including social service workers, leaving civil service due to the redundancy package of the government has created a big gap in providing services at the Family and Children Service Centers. This may result in an inability to reach most vulnerable children and women on time, especially those living in isolated and distant islands. High level advocacy is required to raise awareness to realize the impact of government policies.

Strategic Partnerships

Initiating action to meet benchmarks

In 2011, UNICEF followed a multisectoral approach toward programme planning and implementation. In the area of HIV and drug abuse prevention together with UNODC, school teachers were trained to deliver life-skills programmes including drug abuse prevention for school. In addition, together with UNODC, selected NGOs were trained on programming for Most At Risk Adolescents (MARA) and delivering lifeskills programmes for out-of school boys and girls and to improve comprehensive HIV knowledge amongst adolescents. The Child Abuse Prevention Strategy was developed in consultation with community based groups in Gaafu Alif and Gaafu Dhaalu Atolls and in collaboration with the Department of Gender and

Family Protection Services (DGFPS). Furthermore, a multisectoral group was formed to implement the recommendations of the National Child Protection Conference held earlier in the year. A steering committee enabled the DGFPS to be guided on the concept of working together in drafting agency specific procedures and the Child Rights, Child Care and Protection Bill in addition to the transparency the mechanism provided for all stakeholders. However, the momentum of the steering committee decreased with the restructuring in the DGFPS consequent to the introduction of the redundancy package. Juvenile Justice trainings and orientations on restorative justice principles were undertaken in three regions of Maldives for local crime prevention committees, judges, prosecutors, social workers, police officers and local NGOs. Such trainings enabled justice and law enforcement agencies to engage with each other to come to a common understanding and agreement on their shared responsibilities.

One of the lessons learned from these multisectoral partnerships and collaborations, especially in the atolls, is the importance of maintaining regular communication and monitoring of initiatives in the field by programme partners in order to sustain the willingness and motivation of newly formed partnerships. Human resource constraints in the implementing agencies hamper regular contact and monitoring of activities in the field, leading to loss of support from new partners.

Significant partnerships that were formed with the Human Rights Commission of the Maldives (HRCM) and the Maldives Media Council (MMC) were continued in 2011, despite huge capacity constraints within these agencies. Partnership with the MMC enabled the sensitization of media agencies on ethical issues of reporting on children and acknowledgement of the media agencies and MMC on the need to create space for children in the media to grant them their right to expression and participation.

Maldives CO also tested out a partnership with the Maldives Nurses Association under a Small-Scale Funding Support Agreement on conducting awareness on hygiene behaviour amongst school children in 10 schools in eight atolls across the country, which turned out to be very successful hence, will be continued in 2012 as well. Possibilities of collaboration were explored with the Maldives Scouts Association and the Girl Guides Association in the areas of hand washing, nutrition, life skills training and violence against women and children.

Mobilizing Partners

Partners are mobilized through constant dialogue, frequent monitoring of activities in the annual work plans and advocacy with policy makers of implementing agencies. The year 2011 was a particularly challenging year to mobilize some partners due to overlapping mandates, changes in government policies, priorities and procedures, focal points and mandates of some agencies. For example, government agencies instituted an internal financial control mechanism in the beginning of 2011 that assumed a lot of discretion and created an additional governmental layer that impeded speedy implementation of activities. This constraint continued throughout the year and was also discussed in the UNDAF thematic reviews. It was also brought to the attention of the UNCT for further action with the UNDAF steering committee. The Department of Gender and Family accorded priority to the subject of Disability in the first quarter and activities in the AWP were delayed to the second quarter. The implications of this delay were heavy and while alternatives were sought by outsourcing some of the activities, there were challenges of lack of professional and technical expertise in the country in the area of child protection.

The year started with UNICEF's offer to obtain technical expertise to study the problems around the Online Nutrition and Child Health Surveillance System (ONCHSS), concrete action could not be taken despite a number of reminders. Later in the year the MCO was informed that a cabinet decision has been made to develop a new online system and to discard the ONCHSS after transferring data from the existing system to the new online system.

To address the issue of limited government capacity MCO made efforts to generate interest in partnership in the non-government sector. Consequently an agreement was signed with the Maldivian Nurses Association in consultation with the Ministry of Housing and Environment on creating awareness on improved hygiene behaviour among children.

Partnership established between a local NGO Open Hands and UNDP was mobilised to deliver activities for HIV and drug abuse prevention. This partnership provided an opportunity to discuss and reinforce the importance of coordination between partners working in the same area.

Knowledge Management

Partially met benchmarks

A number of activities contributed to knowledge management in 2011. Monthly programme group coordination meetings have been a useful forum for all programme staff to share updates on various sectoral activities. A mid-year review was organized. Meetings were initially held bilaterally with different partners. The achievements and challenges highlighted at the sectoral meetings were discussed at a high level meeting coordinated by the Ministry of Finance and Treasury. This was an opportunity for all sectors to understand and discuss major issues and challenges. The Annual Management Plan placed emphasis on knowledge management and information sharing by all staff. An informal meeting of all staff is held on a fortnightly basis. This is called 'Sharing Time' and it covers personal and family news, work related information and key events around town.

In 2011, with support from the Regional Media Hub, UNICEF Maldives launched its Facebook Page and revamped the UNICEF Maldives website. The new tools will allow UNICEF to create stronger visibility of its work as well as provide a forum for discussion. The office also contributed to the monthly UN newsletter by providing articles on major activities. Due to the small size of the office and limited staff time, the communications officer had to put in extra efforts to coordinate UNICEF's contribution to the UN newsletter on a regular basis.

A number of studies were planned at the start of the year with the purpose of generating knowledge and strengthening the evidence base. An initial feasibility study on out of school children was conducted in June. Based on the recommendations of the feasibility study, a qualitative study on out of school children is currently underway to further understand the causes for exclusion and drop out. Two important studies were conducted in relation to child rights. An analysis of children's representation and participation in the media and child participation have provided the basis for strategizing UNICEF's work on promoting and advocating for child rights including child participation. A desk review on Commercial Sexual Exploitation of Children in Maldives was planned but could not be initiated due to lack of technical expertise and the lengthy selection process of the government.

Support was provided to the Maldives Police Services to strengthen and expand the Maldives Child Protection Database to two more atolls. A number of activities were conducted to establish data collection systems and update MaldivInfo. E-learning and promotional materials on MaldivInfo were also prepared and distributed to relevant stakeholders.

Human Rights Based Approach to Cooperation

Partially met benchmarks

Activities undertaken in 2011 were planned around two programme components 1) Policy Advocacy and Research and 2) Strategic Partnerships for Capacity Development. Thus UNICEF supported activities was targeted at strengthening of the legal and policy framework, strengthening government's monitoring and evaluation mechanisms and increasing participation of children and care givers; and capacity building of duty bearers to fulfill their obligations and establishment of systems. Efforts were also made to strengthen

the capacity of appropriate individuals to claim their right.

Consultations were held with community groups to understand their perspectives and to ensure that their concerns are addressed. This was also a process to assure that interventions were more appropriate and applicable to the context of the local community. Successful examples include consultation and participation of children in the designing, formulation and selection of content and information for the child friendly school's news bulletin. Children from the Education and Correction Training Centre were also involved.

UNICEF continued its support to strengthen the capacity of Human Rights Commission of Maldives in the efforts to raise awareness on child abuse.

UNICEF also continued its support to the government to fulfill its obligation towards the development of the periodic report on the implementation of CRC in Maldives. UNICEF's support will also be extended to Civil Society Organisations and the Human Rights Commission of Maldives in the process for developing the alternative reports on progress in the implementation of CRC in Maldives.

Gender

Initiating action to meet benchmarks

Gender equality continues to be one of the high priority areas that need further strengthening. UNICEF played an active role in the UN Theme Group on Gender and provided inputs for joint programming and fund raising.

UNICEF together with UNFPA and other agencies continued its advocacy for strengthening of legislation to address the high rate of gender based violence.

One of the major challenges faced by Maldives is the high rate of drug abuse. UNICEF continued its support to the government to strengthen the rehabilitation of adolescents and young recovering addicts. In 2011 consultations were held with NGOs and government agencies to review the (1) existing policies and strategies and (2) gaps and challenges, related to adolescents and female drug users.

Gender equality concerns are increasing with the increase in religious conservatism. Emerging issues of concerns, based on anecdotal records are the issues of early marriage, emerging of Female Genital Mutilation (FGM) and girls' education to mention a few. In addition, the decreased capacity of the Department of Gender and Family Protection Services may have a negative effect on reported cases of child sexual abuse. This may result in more cases of unattended child sexual abuse cases.

Environmental Sustainability

Initiating action to meet benchmarks

Environmental sustainability is one of the key developmental challenges faced by the Maldives. In a joint UN effort to support the government in addressing this major challenge, the UN, under the stewardship of UNDP, is in the process of formulating the "Low Emission Climate Resilient Development (LECReD)" Programme. The LECReD programme is based on the premise that "in order to meet the challenges and uncertainties of climate change, development must produce fewer emissions that are more resilient to the

adverse impacts of climate change". In 2011 UNICEF participated in a number of meetings held to formulate this programme. UNDP undertook a desk review to assess vulnerabilities of the atoll selected for this programme and a community consultation workshop was held to validate the findings of the review. UNICEF assisted in facilitating some of the sessions during this workshop. Discussions are currently underway to determine UNICEF's contribution to LECReD from a child-centred climate change adaptation and disaster risk reduction perspective. The advice and guidance of the Emergency Cluster in APSSC is being sought extensively in formulating UNICEF support to this programme.

The advice and support of the APSSC Emergency Cluster was also sought in determining ways of mainstreaming climate change adaptation and disaster risk reduction into programming. It has been identified that one of the weaknesses of the new CPD is that there is no reference to CCA/DRR in the CPD. However, the office has recognized the need to integrate CCA/DRR into programming as an underlying cross-cutting theme. Staff members were also provided an orientation to aspects of climate change adaptation and disaster risk reduction.

A behavior change communication strategy on sustainable environmental practices in schools was planned at the start of the year 2011. However, during the mid-year review, at the request of the government, these funds were reprogrammed for training of teachers on environment education as there was a greater need for this at the time.

South-South and Triangular Cooperation

The year saw a major event hosted by the country in the form of the seventeenth SAARC summit, the first ever on the south of the equator. The vast majority of the Government and its partners spent months of preparation including extensive planning and coordination of activities. The Summit ended in the Addu Declaration outlining areas of mutual collaboration amongst the countries of South Asia. The Regional Director of UNICEF ROSA presented a report on child rights and had meetings with senior government officials on UNICEF assistance to the country.

Country Programme Component: Policy advocacy and research

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Children enjoy the benefits of improved child rights legislation, policies, regulations and plans and contribute to legislative processes.	2	FA5OT5, FA5OT6
Disaggregated data and information that contribute to realisation of child rights is accessible, analysed and used.	2	FA5OT1, FA5OT3, FA5OT5

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	312,000.00	118,500.00	0.00	0.00
RR	250,000.00	183,000.00	96,656.61	52.82
Total	US\$562,000.00	US\$301,500.00	US\$96,656.61	

Results Achieved

The year posed several challenges for results planned within the Policy, Advocacy and Research area as the country started its transition to a Middle Income status and had to face issues of capacity, lack of technical persons, gaps in policies and procedures for development, unclear roles and responsibilities, political tension between stakeholders delaying decision making and a huge reduction in staff after the introduction of the Redundancy Package. The following is a summary of results achieved despite constraints:

- The first draft of Integrated National Nutrition Strategic Plan INNSP (2011-2015) and the M&E framework was developed with help from an international consultant, in 2011. Finalisation of the M&E framework will be part of the work plan for 2012.
- The development of regulations for provision of education under the Disability Act and the finalisation of the SEN policy were undertaken simultaneously. Draft regulations were discussed at two regional meetings in the country, one in the north and one in the south. It was also later discussed at a wider stakeholder consultation held in Male'. Eventually, the Ministry of Education decided to expand it into an inclusive policy. This was a good decision and reflected the government's attention to a comprehensive approach covering all forms of disability but remained work in progress in 2011.
- UNICEF continued its support to the government in drafting the bill on Child Rights, Child Care and Protection. The draft bill on Juvenile Justice was forwarded in the first half of 2011 to the Attorney General's Office for submission to the Parliament. Drafting of regulations for the Juvenile Justice Act was initiated in the second half of the year. The major challenges faced in getting the necessary legislations include lack of technical persons for drafting and the huge number of pending legislations at the parliament.
- Development of communication and advocacy strategy for dissemination of information on child rights was initiated.
- Capacity development was supported on MaldivInfo and Results Based Management. Using Maldivinfo as a tool, capacities were developed for updating the UNDAF indicators along with SAP indicators as a priority area of the Government. Training session on use module of MaldivInfo was carried out to university and college students.
- Routine data collection mechanism from islands to the central level was strengthened with the new mechanism established. A pre-testing of island level data collection system was carried out in one of the atoll. Subsequently a workshop was held inviting all 20 atolls on the data collection mechanism. The workshop concluded endorsing the data collection mechanism with its responsibilities to various stakeholders.

- A training of trainer workshop was carried out for the government official on DevInfo/Maldivinfo data administration. Training was conducted for five days represented by 19 government data managers. This training was facilitated by the DevInfo Support Group from Delhi.
- Promotional tools to advocate and increase use of MaldivInfo was development in terms of promotional add, a flyer/leaflet and an E-learning module.

Most Critical Factors and Constraints

The first year of the country programme confronted a number of critical factors and constraints that affected programme implementation rates. The country, despite being placed in the middle income category does not have the required capacities yet to manage development challenges. There were several hiccups in the implementation of decentralization of governance which is pioneered by the Health Ministry having a huge agenda. A summary of some of the generic and specific challenges is provided below.

1. Currently Statistics Development and Coordination Section/SD/DNP are handling Maldivinfo, with only three staff members. All key staff trained on MaldivInfo have left the organisation with the redundancy package hence a gap of capacity needs to be confronted. Therefore human resource capacity constraints have been aggravated by implementation of the Redundancy Package resulting in low implementation of agreed activities. Changes in designation of lead government agency and lack of communication on these changes were faced as major constraints.
2. Overlap in donor support and poor donor coordination led to wastage of resources including time.
3. The installation period of the SAP system in government interrupted smooth implementation of the activities since MoFT froze partner accounts for a certain period of time. This sometimes delayed liquidation as well as receipt of funds.
4. Non availability of adequate in-country capacity for undertaking research and evaluation hindered implementation of activities in the work plan.

Key Strategic Partnerships and Interagency Collaboration

UNICEF collaborated with other UN agencies to strengthen government capacity to develop the results framework for the 2012 state budget and develop the mechanism for monitoring of development results. The collaboration resulted in sharing of resources and expertise within UN agencies leading to a well-coordinated response to the government's request for support.

There is a need to engage with additional partners including parliamentarians especially to work on advocacy strategy of children's right to expression and participation.

UNICEF will engage with National Centre for Information Technology on the national databases for purposes of sustainability of the system and software.

Humanitarian Situations

There was no humanitarian crises in 2011 and the office updated its emergency preparedness and response plan as required.

UNICEF played an active role in the joint UN discussions that took place on disaster risk reduction and contributed to the joint UN programme on Low-Emission Climate-Resilient Development (LECRd) from a DRR perspective.

Summary of Monitoring, Studies and Evaluations

An assessment of the usage of MaldivInfo for policy decision making and programming is currently underway. The outcomes of the assessment are to be used to determine the training needs and for the advocacy campaign of MaldivInfo.

Future Work Plan

In 2012, MCO will continue to support partners in strengthening the legislative and policy framework for child rights. In this regard, technical support will be provided to draft the National Water Bill, the Bill on Child Rights, Care and Protection, develop protocols and guidelines to operationalise the Public Health Act and formulate regulations for provision of education as per Disability Act. Moreover, finalisation of the

Integrated National Nutrition Strategic Plan (INNSP) and the SEN Policy and revision of the education assessment policy will be given importance. The programme will continue to support implementation of policies in the National Strategic Action for Juvenile Justice and Child Protection. Participation of children, care givers and civil society will be a key strategy to ensure their engagement in realising results for children. Development of mechanisms and capacity for participation of children and vulnerable groups will be enhanced. A communication strategy will be developed for the dissemination of information on child rights and to lobby the Legislature and the Law Enforcement Agencies on working together to achieve the legislative agenda for children.

Priority will be given to lead the equity agenda. Stakeholders and partners will be mobilised to strengthen efforts to address inequity and develop legislations for social protection. A stronger focus will be given to accelerate action to address malnutrition and stunting in children under 5 through upstream policy advocacy with stakeholders, and strategic monitoring of results of interventions. SRA monitoring in stunting and malnutrition will be initiated at the subnational level in partnership with stakeholders.

Multisectoral and interagency collaborations will be sought to strengthen child and gender sensitive emergency preparedness and response plans, by undertaking capacity analysis of emergency preparedness and development of school emergency plans.

Support will be provided to increase use and analysis of disaggregated data from established management information systems. This will be done through development of new data bases, building the capacity to collect data on most vulnerable children, maintain and use existing data bases such as the MaldivInfo, DevInfo and the Maldives Child Protection Database. Furthermore, importance will be given to supporting high quality research for policy planning and advocacy. As such, a quantitative study on out of schools children, KAP study on hygiene awareness in schools, study on Commercial Sexual Exploitation of Children and a Vulnerability Assessment will be conducted. Support will be extended to build the research capacity of the Maldives National University. An equal priority will also be given to strengthen the government's monitoring and evaluation mechanisms established to track progress towards achievements of MDGs by institutionalising M&E tools in partner agencies and building the capacity of government officials on Results based Monitoring and Budgeting.

Country Programme Component: Strategic partnerships for capacity development

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Child rights awareness enhanced through active monitoring and reporting by civil society groups and media	2	FA5OT4
Children enjoy learning in an inclusive child friendly environment and are aware of sustainable environmental practices	1	FA2OT1, FA2OT7, FA2OT8, FA5OT5, FA1OT13 (c), FA5OT3
Families enjoy quality health care, and practice improved nutrition, hygienic behaviours and are aware of the effects of drug abuse and HIV	1	FA1OT1, FA1OT7, FA1OT12, FA5OT3, FA5OT5
Women and children benefit from a responsive protection system and juvenile justice mechanism	2	FA3OT6, FA4OT2, FA4OT5, FA5OT4, FA5OT5

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	384,000.00	299,585.01	53,511.31	17.86
RR	364,000.00	209,817.99	273,201.84	130.21
Total	US\$748,000.00	US\$509,403.00	US\$326,713.15	

Results Achieved

MCO supported programme on Health, Nutrition and WASH yielded some satisfactory results. Emphasis was given to address Malnutrition and Stunting reported in 20% of the under 5 children population. The development of the Integrated National Nutrition Strategic Plan (INNSP 2011-2015) and the M&E framework for the plan provided direction to address inequities in nutrition. A BCC strategy on Maternal and Child nutrition and a communication strategy for the introduction of Pentavalent Vaccine were developed in consultation with stakeholders. These actions contributed to the revitalization of primary health care increase in stakeholders ownership of the issues.

In WASH, UNICEF supported the capacity building of service providers on operation and maintenance of the sanitation systems in the country, in collaboration with the Ministry of Housing and Environment and the Maldives Water and Sanitation Company (MWSC). Additional rounds of capacity building activities have been proposed, which suggests the popularity and effectiveness of the training. The partnership with the Maldives Nurses Association on creating awareness on improving hygiene behaviour among school children turned out to be a success in all 10 schools in the atolls across the country. School children demonstrated their newly gained understanding of correct hand washing and hygiene practices.

Significant results were achieved in UNICEF's support to build institutional capacity to implement the Child Friendly Schools' Standards. An advocacy strategy for the media campaign was developed in partnership with students and school management of selected schools in the atolls. Students contributed to the campaign by developing a CFS newsletter that reaped the support of parents, island leaders and the school managements for child friendly approaches to learning and development of children. A total of 404 school heads and teachers and senior officials of the Education Sector have so far been trained on the use of CFS standards and indicators all and these standards are now being applied in these schools.

UNICEF's support to Special Needs Education contributed to the formulation of a SEN policy for inclusivity and training of teachers from across the country on it. These teachers are expected to start SEN classes in selected schools in the atolls enabling children with special needs to attend mainstream schools closer to home. UNICEF coordinated noteworthy collaborations with multiple sectors in developing and implementing life-skills and environmental education programs in schools leading to knowledge and behaviour change.

Initiatives in Child Protection and Juvenile Justice resulted in increased participation of civil society groups on public awareness raising and lobbying policy makers. Furthermore, these initiatives also enhanced decision making capabilities of Law Enforcement Agencies and the lower courts in the atolls dealing with juvenile crimes and adoption of child friendly measures to rehabilitate child offenders with community based rehabilitation and diversionary programs.

A Training Needs Assessment to strengthen capacity of the Human Rights Commission of Maldives to monitor the implementation of child rights was initiated and support was provided to the Department of Gender and Family to undertake the responsibility of reporting on the implementation of the CRC in Maldives.

Most Critical Factors and Constraints

Programme implementation was heavily delayed across the board. Hurdles in implementation were generally outside the UN's control. Some of the key constraints included human resource capacity constraints aggravated by the implementation of the redundancy package resulting in low implementation of agreed activities.

Frequent changes in designation of lead government agency and lack of communication on these changes and inadequate hand-over to new staff lead to delays in continuity of work creating a back log in the last quarters of the year. Furthermore, lengthy government operational and internal control mechanisms worsened the weak links between programme staff and finance department of such ministries and agencies further resulting in delays in programme implementation.

Unclear roles and responsibilities and lack of a communication mechanism and linkages between central and local levels in view of decentralization pointed to potential loss of gains particularly in the area of public health.

The installation period of the SAP system in government interrupted the smooth implementation of activities since MoFT froze partner accounts for a certain period of time. This sometimes delayed liquidation as well as receipt of funds. Similarly, unavailability of technical persons at local level, especially for capacity building of partners lead to a search for international consultants which has cost implications.

Key Strategic Partnerships and Interagency Collaboration

UNICEF Maldives CO played an active role in implementing the UNDAF action plan in 2011. Along with WHO, UNICEF supported the decentralisation of primary health services by providing printed copies of the standard operating procedures for the decentralisation of health services. UNICEF also participated in the stakeholder discussions and workshops on strengthening health care service delivery and health care financing. The successful development and implementation of a Life Skills programme for school children in 12 schools was a notable interagency collaboration between UNICEF, UNODC, UNFPA, government counterparts and active NGOs in the area of empowerment of children. This collaboration sought the buy in of key partners who were initially skeptical about the efficacy of Life Skills programmes. The collaboration also enhanced trust amongst stakeholders and facilitated sharing of resources and competencies within the Steering Committee.

UNICEF Maldives CO collaborated with the with UN agencies on the joint programme on Low Emission Climate Resilient Development (LECRd) and secured technical expertise from UNICEF APSSC to integrate Disaster Management Disaster Risk Reduction in the LECRd Programme. UNICEF's strategic engagement in the programme is envisaged to bring issues such as emergency preparedness, impacts of climate change on children into the programme agenda and design and to scale up child-centred approaches to DRR/CCA in Maldives, whilst enabling leveraging of resources for interventions identified in the focus areas.

Technical guidance from UNICEF ROSA was provided in the development of a BCC Strategy for nutrition as well as in formulation of the M&E Framework for the Integrated National Nutrition Strategic Plan. Furthermore, guidance on SRA monitoring and policy discussions on decentralisation of child rights initiatives were valuable learning encounters with ROSA that enriched the capacity of staff and enabled programme implementation in 2011.

Pursuant to the SAIEVAC Technical Regional Consultation on Care Standards and Child Friendly Services in Kathmandu, Nepal in September 2011, the National Action and Coordination Group (NACG) to end violence against children was formed under the stewardship of UNICEF Maldives CO. Since the group has been recently formed, the group is still in the initial stages of working out its mandate and action plan for 2012. Regular follow up from Plan Asia Regional Office which is responsible for the coordination of the NGO forum, helps keep maintain the momentum of the SACG and enables communication of progress updates.

Humanitarian Situations

To further enhance UNICEF staff understanding and knowledge on climate change issues and DRR, Senior Emergency Specialist - Disaster Risk Reduction from Asia-Pacific Shared Services Centre (APSSC) visited Maldives in 2011. A broader understanding of climate change related issues, environment vulnerabilities and links to DRR were covered during his visit. In addition, discussions also took place with the National Disaster Management Centre on their capacity and constraints to respond to emergencies.

The 2011-2015 country programme further identifies strategic inputs into the national emergency preparedness and response plans in the various sectors to reflect child and gender sensitivity.

Summary of Monitoring, Studies and Evaluations

A feasibility study on out of school children was carried out with the basic aim of getting estimates and reasons which prevent children from attending school. It was found that existing secondary data was not sufficient to make correct estimates in this regard. It was also decided that a qualitative study on out of school children be undertaken to further understand the causes for exclusion and school drop outs. The data collection for the qualitative study is currently ongoing with the help of a local consultant. The final report will be available in the first quarter of 2012.

An assessment on children's representation and participation in the media was carried out with the aim of strategizing work on promoting and advocating for child rights with partners. The analysis has children's voices and thoughts well covered including those from the most deprived/marginalised groups. Final report of the assessment is in its final approval stages for printing and dissemination.

Future Work Plan

MCOs support will be focused on enhancing the capacity of government, state and civil society partners to fulfil their obligations as duty bearers. In Health and Nutrition, maternal and child nutrition guides and manuals will be developed and health care workers will be trained on the manuals. Furthermore, IEC materials will be developed to promote use of folic acid and vitamin A to improve nutrition. Changes in behaviour of care givers and parents of children under five, as a result of these interventions will be gauged towards the end of 2012 in selected geographical locations. New partnerships will be formed with the local governments and their coordinating bodies to enable stakeholder participation and joint decision making on monitoring results for children in health and nutrition, particularly in provinces which are known to have a high prevalence of stunting and malnutrition in children under five.

MCO will continue to National and subnational capacity will be developed to enhance quality of health care services in the decentralised health care system. Support will be provided to the government to strengthen the health system through UN interagency mechanisms for collaboration.

Behaviour change communication and capacity building will continue in the area of WASH aiming to bring about change hygiene practices in schools.

The programme will address the vulnerabilities of most at risk adolescents, particularly focusing on support to inculcate preventative behaviour against HIV/AIDS and drug use through life skills education programmes. These programmes will also be expanded to vulnerable populations in remote islands.

Expertise from other UN agencies will be sought to develop programmes and the multi-agency collaborations in implementation will be continued for stronger impact.

In education, MCO will support the development of capacity to operationalise the Inclusive Education Policy and the administration of Preschools Act. Partnerships with the private sector will be tested to support the establishment of a programme for visually impaired children to enable them to access formal education. Assistance will be provided to formulate school improvement plans and monitoring mechanism for compliance with CFS standards in schools. School based environmental education initiatives, life skills and parent education programmes will be extended to more schools in the atolls with UNICEF's support to mobilise teachers trained to deliver such programmes.

Efforts will be intensified to address the challenges in protecting women and children from violence by addressing capacity gaps in service providers, strengthening their capacity to increase coordinated response to incidences of child abuse and gender based violence. UNICEF will also establish partnerships with CBOs to mobilize them in the development and implementation of child abuse prevention and juvenile justice programmes. Community based options for rehabilitation of juvenile offender will be developed with stakeholders and the decentralised child protection mechanisms will be supported to reach the vulnerable women and children in remote islands. Moreover, the HRCM, CBOs and media will be empowered to monitor and report on child rights issues and implementation of the CRC. Child participation mechanisms will be introduced in schools through the formation of Human Rights Clubs.

Country Programme Component: Cross-sectoral costs

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Effective and efficient programme management and operations support to programme delivery		0 FA6OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	0.00	123,028.87	99,022.24	80.49
RR	136,000.00	340,700.00	245,640.32	72.10
Total	US\$136,000.00	US\$463,728.87	US\$344,662.56	

Results Achieved

The following were the main results achieved under the PCR on the Programme Component covering Cross Sectoral costs

- Staff salary
- Miscellaneous small value supplies
- Cost sharing with other UN agencies for micro-assessment of partners under HACT
- C4D training for staff and partners

Most Critical Factors and Constraints

Limited funds and therefore the need to carefully prioritize use of resources.

Key Strategic Partnerships and Interagency Collaboration

HACT compliance was a shared responsibility with all UN agencies.

The C4D training was heavily supported by the APSSC and benefitted a number of partners and stakeholders.

Humanitarian Situations

Nothing planned under the PCR.

Summary of Monitoring, Studies and Evaluations

Nothing planned under the PCR.

Future Work Plan

Continued programme management support for improving programme delivery. Cross cutting priorities will be considered as required.

Effective Governance Structure

Initiatives to improve the operations management and the coordination between operations and programme functions for a seamless integration were continued. This included addressing areas of weakness, reviewing and redesigning work processes, reviewing of internal control mechanisms as part of risk assessment and control environment in the office, imparting training to all staff on various rules, regulations and procedures, improving the records maintenance for easy access etcetera. Apart from these, use of correct and valid PIDB codes, better use of ProMS and Cognos as tools for programming and monitoring; strengthening of guidelines for field visits for programme monitoring and follow-up of planned action and recommendations; improvements in contributions management, budget control and financial transactions procedures, including bank reconciliation; funds management, initiatives to improve the accounting for and liquidation of cash assistance; measures taken to improve staff and office security and preparedness and planning for potential crisis situations; Efforts were continued to have further improvement wherever necessary. An exercise that was initiated in 2010 to reconcile all GL accounts and close all the old outstanding issues was successfully completed and closed in 2011. This included clearing all long outstanding amounts in PAR a/c, reconciliation of Accounts Payable, UNGLI return to New York. The year saw closing of all 2011 requisitions and full utilization and closing of 2010 OBOs.

Regular monthly CMT, PCG and OG meetings were held during 2011. The PCG and OG deliberated on issues requiring direct intervention/decision by the Representative and these were addressed in monthly CMT meetings.

The Office has updated its Emergency Preparedness and Response Plan and has continued to update our inputs to the Early Warning Early Assessment website. Emergency Preparedness activities clearly articulated in AWP. Training opportunities in Emergency Preparedness Response and Coordination were requested several times by the office but were not approved by EMOPS due to limited space. Additional training opportunities are strongly recommended for UNICEF to ensure a consistent and timely emergency response. Should an emergency occur, in-country capacity remains one of the largest constraints to a timely response and the Maldives will need to rely heavily on a roster of external technical specialists. This will require close coordination between MCO and ROSA.

Strategic Risk Management

The office carried out a careful analysis of the risks and opportunities in the way of achieving results. Staff briefing was undertaken early in the year and was planned to be repeated after office re-structuring. This however did not materialise and will be addressed in early 2012.

A Business Continuity Plan was prepared for the year as required. No mechanism was available to coordinate this with other UN agencies. This remains an area of attention.

The office updated its data on Early Warning Early Assessment on the intranet as required.

Evaluation

An IMEP was prepared as a part of the Annual Management Plan (AMP) for 2011.

As the year was the first in the Country Programme cycle, no evaluation was planned for execution at this early stage. However UNICEF chaired the M&E thematic group under the UNDAF and was abreast with plans of the Government and other UN agencies. The office benefitted from the visit of the M&E officer from UNICEF Philippines as well as the Regional M&E Adviser from the APSSC.

The UNDAF annual review could not be held due to changes in the nodal ministry- the Ministry of Finance and Treasury. Although a date was decided for the review, it could not materialise due to sudden resignation of the Minister and State Minister.

Effective Use of Information and Communication Technology

Information Technology was a high priority especially with the foreseen introduction of VISION in 2012. According to the global rollout IT work plan, ProMS and Briefing Book have undergone various upgrades and all the patches/retro fix were successfully implemented. Lotus Notes servers and clients at present are updated as per the global standards. SITA connectivity was discontinued in January 2011 and local ISP connection was initiated, which ensured good connectivity throughout the year and has worked as the primary data link between the CO and HQ with an approximate uptime of 99.98% all year around. VoIP has been established and this serves the overall UN House (UNICEF, UNDP & UNFPA) in terms of voice communication as a cheap alternative to IDD telephony. However, due to system related issues, this facility is not functioning at present.

Antivirus server/clients are updated and checked intermittently which has worked very well without any noticeable high risk issues. All IT hardware and software in the UNICEF CO meet ITD standards and compliance is monitored by the IT unit. Servers were moved to virtualisation and old servers were replaced with new server with higher capacity and memory. Backup of ProMS, Lotus Notes and other common folders are carried out regularly. Laptops at the client end was also upgraded with higher memory and capacity.

Where MOSS is concerned, in terms of IT/Telecom, the backup data link is up and running. Thuraya Sat phones are given to key staff and UNDP maintains the VHF radio network. For backup power, UNDP (which handles the maintenance/security in the UN house) also houses a small backup generator with enough fuel stored for a one week period. Thuraya services are now available through the local mobile/internet provider at a much cheaper rate and UNICEF is planning to shift to the local service provider effective 2012.

IT backup and Disaster Recovery plan was drafted and shared with the RO for further updates and standard compliance. We have not been able to conduct an exercise to simulate IT/Telecoms Disaster Preparedness and Recovery in coordination with the Regional Office IT support unit. This will be part of the 2012 IT work plan and Business Continuity Plan BCP).

There was regular communication between the CO and RO on IT matters as required.

Fund Raising and Donor Relations

The challenge of attracting donor attention to the Maldives remained along the lines stated in earlier reports. While it is a country in transition with a number of development challenges and resource

constraints, Maldives is continued to be perceived as a popular tourist destination with a high per capita income. The UN was able to secure funds for the Climate Change programme under the UNDAF. UNICEF secured funding committed by the Japan NatCom in 2010 as well as thematic funds. Dubai Cares and UNICEF earlier had discussions on possible support to the Quality Education Programme. The discussions were brought to a final conclusion involving UNICEF MENA in early 2011. The funding did not materialise.

The year was full of challenges for implementation in all areas of work. The first year of the Country Programme was well funded and significant funds left to carry over into 2012. Focus on fund raising was therefore postponed considering limited absorption capacity.

Only one report for donor information was due for the year and it was sent on time. This was actually a contribution to a donor report being consolidated by ROSA.

The Representative met with incoming donor missions along with the UNCT, considering that Maldives is a one UN country and has an UNDAF that interests donors.

Management of Financial and Other Assets

Internal financial controls have been strengthened by assigning specific responsibility to Operations staff. From time to time, the Operations provided orientation on correct and valid use of GL and PIDB coding. All PRQs were reviewed for correctness and completeness of documents and GL coding prior to making payment, maintaining high standards of data. As a result no voucher was rejected by FLS. DCT liquidation status is monitored fortnightly which helped in minimising outstanding DCT in the six to nine month category. We have also maintained a good record of bank reconciliation on a monthly basis and taking corrective action / follow up action in a timely manner on outstanding matters. These measures have resulted in having no un-reconciled item for more than 2 months. A system of fund forecast and close monitoring has resulted in maintaining the month end balance to a level of less than \$ 20,000. An internal bench mark was set for completion of bank reconciliation. All cheques are issued to payees accounts only. Payment requests in draft status are monitored and the ones for over a month are deleted by the Operations unit.

Programme monitoring has been enhanced through wider use of COGNOS cube reports and EXCEL summary sheets. This has helped to unpack the aggregated figures generated by Cognos reports, highlight transaction-level data and provide graphic presentations for easy interpretation, direct follow-up and correction of anomalies. Programme Group meetings are staggered to precede the CMT and agenda setting has been reoriented to provide more strategic input to management decision making processes. Operations Officer represents the Operations in Programme Group Meetings in order to ease the flow and coordination progress reporting and troubleshooting.

Regular follow up for travel certification and completion of trip report was made, which resulted in closing of 2011 TAs in a timely manner. Operations provided briefing / training on the new Travel process which was introduced as part of implementation of SAP.

Due to the MCO starting a new country programme combined with appointment of a new Representative, the staff retreat / team building workshop could not be conducted in 2011. This is now being planned in early 2012.

A common UN Operations Management Group representing all UN agencies resident in the UN House meets once a month to discuss common operations issues. HACT is one major issue addressed during 2011, with undertaking of micro and macro assessments of the financial capacity of the key government counterparts. HACT orientation and training for Government counterpart was conducted. Spot verification of accounts of one key government counterparts was carried out as part of assurance activity.

Measures to enhance the security of the Common Premises have been instigated at the request of the Representative and the UN Resident Coordinator. This has involved reinforcing the main entrance door of the UN Building, creation of fire escape doors and marking them clearly.

Supply Management

The year 2011 saw a limited **supply** component of programme supplies. Major contribution was towards reimbursable procurement of vaccines, establishment of Long Term Arrangements (LTA) and delivery to end-users; Constant effort is made to move towards better supply chain management as part of the supply chain initiative from Supply Division moving towards implementation of IPSAS

The operations established 2 LTA's – one for clearance and transportation of supplies to islands and another one for transportation by speed boat. An effort was made to have an LTA in place for supply of office stationery and for providing travel and ticketing service. However the office could not establish an LTA for both due to limitation from the service provider. We have been successful in identifying a travel agent and negotiate the services for providing all travel related services.

Renovation of the operations room and the conference room was undertaken due to structural cracks developed in the floor. It has been proposed in the OMT to do an assessment of the building for safety and electrical audit in 2012.

Human Resources

Newly recruited staff member was oriented on HR policies, procedures and entitlements. The year saw a marked improvement in the reduction of the number of single source individual and Institutional Contracts (SSAs) issued by the office. The limited pool of qualified local candidates for recruitment and consultancy assignments as evidenced in the response to advertisements continues to be a major HR challenge. A revised common negotiating fee range for local consultants was established. Statutory committees/bodies such as the Job Classification Panel, Contract Review Board, HRDT, and PSB were reconstituted and members oriented on their roles and responsibilities. As part of inter-agency collaboration, the Operations Officer provides professional support to UNDP and UNFPA serving on their Selection Advisory Panel.

The Staff Learning Plan was developed in 2011 and shared with the Regional Office. Learning activities during the year have largely focused on building capacity, skills and knowledge of newly appointed staff with some learning events facilitated and led by UNDP on Gender and first aid administration among others apart from sector specific training events. While some of the planned events did not take place due to other office commitments and constraints, there were training activities that were not as per the training plan. Training was provided to staff keeping in mind the need for capacity building and enhancement of skills in preparation to VISION. This is over and above the e-learning courses that were undertaken by all staff. Briefing was given to all staff on the implementation of IPSAS, VISION, apart from the Webinar sessions conducted by New York. With the new Country Programme for 2011-2015 focusing on the upstream programming and in line with simplified results structure, a new staffing structure was proposed as part of the PBR submission. The recruitment process based on the new staffing requirement was completed well in time.

Efficiency Gains and Cost Savings

A review of maintenance costs towards common premises was reviewed and office was able to successfully bring down the maintenance cost from US\$ 62,000 per annum to US\$ 26,000 per annum. This will further reduce in 2012 as the cleaning of the premises has been outsourced from middle of 2011. Optimisation on use of equipments and use of energy efficient lamps resulted in reduction of electricity expenses by about 40%. A plan to replace all the air-conditioners with energy efficient ones in 2012 should further reduce the expense on electricity as well as maintenance of air-conditioner

Changes in AMP and CPMP

The AMP was initially prepared for the first half of 2011 and later revised to reflect the changes to the office structure. The revised AMP was prepared for the period mid 2011 till end 2012. The changes envisaged include a chapter on SRA monitoring as a critical area of management attention. The training plan will be developed around priority areas related to vision implementation, equity /gender focus and SRA monitoring. Some priority areas will be focused under the UNDAF such as the role of the UN in a Middle Income Country and the initiation of a debate on the post MDG phase.

The APSSC provided solid technical advice in a number of areas in 2011. With the closure of the APSSC we will need to identify other sources of support preferably from UNICEF offices including from within the region. These will be added to the AMP and in accordance with programme needs. These are spelt out in rolling work plans being prepared for the first time.

Summary Notes and Acronyms

AMP	Annual Management Plan
APSSC	Asia Pacific Shared Services Centre
AWP	Annual Work Plan
BCC	Behaviour Change Communication
C4D	Communication for Development
CBOs	Community Based Organizations
CCA	Climate Change Adaptation
CTCC	Correctional Training Centre for Children
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CFBS	Child Friendly Baraabar School
CFS	Child Friendly Schools
CMT	Country Management Team
CO	Country Office
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CRC	Convention on the Rights of the Child
CSEC	Commercial Sexual Exploitation of Children
CSOs	Civil Society Organizations
DCT	Direct Cash Transfer
DGFPS	Department of Gender and Family Protection Services
DHS	Demographic Health Survey
DNP	Department of National Planning
DRR	Disaster Risk Reduction
EmOC	Emergency Obstetric Care
EMOPS	Emergency Operations
E-PAS	Electronic Personnel Appraisal System
EPI	Expanded Programme on Immunization
FLS	Field Logistic System
GA	

Gaaf Alif
GDh
Gaaf Dhaal
FGM
Female Genital Mutilation
GIS
Geographic Information System
GL
General Ledger
GoM
Government of Maldives
HACT
Harmonized Approach to Cash Transfer
HIV
Human Immunodeficiency Virus
HR
Human Resource
HRCM
Human Rights Commission of Maldives
HRDT
Human Resource Development Team
HWTS
Household Water Treatment and Safe storage
IASC
Inter-Agency Standing Committee
INNSP
Integrated National Nutrition Strategic Plan
IPSAS
International Public Sector Accounting Standards
ISP
Internet Service Provider
IT
Information Technology
ITD
Information Technology Division
JJ
Juvenile Justice
JJU
Juvenile Justice Unit
LECRd
Low Emission Climate Resilient Development
LTA
Long Term Arrangement
M&E
Monitoring and Evaluation
MARA
Most At Risk Adolescents
MCO
Maldives Country Office
MCPD
Maldives Child Protection Database
MDGs
Millennium Development Goals
MfDR
Managing for Development Results
MMC
Maldives Media Council
MOFT
Ministry of Finance and Treasury

MOSS

Minimum Operating Security Standards

MPS

Maldives Police Services

MWSC

Maldives Water and Sewerage Company

NACG

National Action Coordination Group

NGOs

Non-Governmental Organizations

NSPA

National Social Protection Agency

OBOs

Outstanding Budgetary Obligations

OG

Operations Group

OMT

Operations Management Team

ONCHSS

Online Nutrition and Child Health Surveillance System

ORE

Other Resources Emergency

ORR

Other Resources Regular

PAR

Personnel Advances Recoverable

PCG

Programme Coordination Group

PCRs

Programme Component Results

PERs

Performance Evaluation Reports

PIDB

Programme Information Data Base

PMTCT

Preventing Mother-to-Child Transmission

ProMS

Programme Management System

PRQs

Payment Request

PSB

Property Survey Board

ROSA

Regional Office for South Asia

RR

Regular Resources

SAARC

South Asian Association for Regional Cooperation

SACG

South Asian Coordination Group

SAIVC

South Asia Initiative for Ending Violence Against Children

SAP

Strategic Action Plan

SEN

Special Education Needs

SG

Secretary General

SitAn

Situation Analysis

SMIS

School Management Information System

SPAP

Strategic Priority Action Plan

SRA

Strategic Results Area

SD Statistics Division

UN

United Nations

UNCT

United Nations Country Team

UNDAF

United Nations Development Assistance Framework

UNDP

United Nations Development Program

UNFPA

United Nations Fund for Population Activities

UNGEI

United Nations Girls' Education Initiative

UNGLI

United Nations Group Life Insurance

UNODC

United Nations Office on Drugs and Crime

VHF

Very High Frequency

VoIP

Voice over Internet Protocol

WASH

Water, Sanitation and Hygiene

WHO

World Health Organization

Document Centre

Evaluation

Other Publications

Lessons Learned

	Title	Document Type/Category
1	Positive Deviance Hearth Programme (IECD PD Hearth Program)	Lesson Learned

Programme Documents