**Executive Summary**

The year 2012 commenced with major political changes that affected the pace and the nature of UN-assisted development work in the Republic of Maldives. In early February, soon after the Annual Work Plans (AWPs) were finalized and ready to be signed, there was a change in the post of the President and the entire cabinet was replaced. Hence, there was a need for fresh advocacy with a new team of Ministers and senior officials in the government.

The year was marked by the passage of the Domestic Violence (DV) Bill, the creation of the Family Protection Authority and the launch of the UNICEF-assisted Master’s degree course in Social Policy.

The development agenda of the country was, however, challenged by the severe financial crisis in the country, growing incidents of child abuse and neglect (which may also be the result of increased reporting), and the recorded prevalence of drug abuse, especially amongst the young population.

Coordination between United Nations agencies provided an important platform for collegial support and partnerships, with the various thematic groups working closely on important issues such as governance, social equity, gender and environment.

The National Action and Coordination Group (NACG), which was formed under the South Asia Initiative to End Violence Against Children (SAIEVAC), aimed to serve as a model for the various partnerships. While a good idea in theory, the capacity of the NACG needs to be built up.

**Country Situation as Affecting Children & Women**

The Republic of Maldives, an archipelago nation of some 1,200 islands, faces challenges associated with isolation that cannot be appreciated without a visit to the country. A popular tourist destination, the Maldives is less known for its development gains and the challenges it faces. One of the most critical challenges faced in 2012 was one of political instability in the country. A mission was undertaken by the UNICEF HQs to assess the situation and provide technical support to help enhance security measures.

Maldives has met five out of the eight Millennium Development Goals (MDGs). Achievements have been recorded in the following MDGs: Eradicating poverty and hunger (MDG 1), universal education (MDG 2), decreasing child and maternal mortality (MDG 4 and 5), and combating HIV/AIDS, malaria and other diseases (MDG 6). There, however, may remain the risk of a slowdown in the progress made on all five fronts. Slow gains were recorded in the case of achieving gender equity and women’s empowerment (MDG 3), ensuring environmental sustainability (MDG 7), and developing a global partnership for development (MDG 8).

Maldives is striving to speed up its decentralization process to enhance service delivery in the country. The local councils were faced with severe constraints, as budgets were not allocated for disbursement at the island level. A few island councils did, however, manage to improve their results-based planning and budgeting process through the development of long-term plans and monitoring frameworks. The primary focus of these development plans is on the provision of services in the areas of education, primary health care, and housing.

While education and primary health care were identified as priorities in all the development plans, sharp inequities remain between the capital of Malé and the other atolls, as well as among atolls. Some key indicators, such as the prevalence of malnutrition among children aged less than five years, raise serious concerns (< 5 Stunting 14.8%; < 5 Wasting 17.2% - DHS 2009). These rates show significant disparities when compared against the wealth quintile and among atolls. The situation was challenged with the roles and responsibilities first decentralized to the health corporations and then allocated back to the Ministry of Health.

There is now an urgent need to improve the quality of both primary and secondary education. National assessments indicate low achievements across all levels of education and there exists a sharp contrast in the quality of education between Malé and the atolls. There is a need to address the challenge of preparing students for the rapidly changing labour market. This needs to be done on a priority basis, since the gap
between the skills needed and those acquired is significant and still growing.

The protection mechanism remains inadequate without adequate policy and institutional arrangements to reach the most vulnerable children and women, especially those living on remote islands. The reporting of child abuse and violence against women has increased in the media, leading to an increase in awareness in society. However, institutional weaknesses, including limited capacity, and the need for more effective procedures and a strong multi-sectoral coordinated response, hinder justice for women and children.

There is also a need for more adequate community-based rehabilitation programmes for survivors of violence and abuse. While children in need of alternative care are taken into State-care as a last option, the State-institutions need to be improved to provide better services and higher standards of care. In the case of women, in some circumstances, cultural, religious and social norms inhibit the equal participation of women. The major challenges come from isolation and a lack of access to resources and facilities.

Maldives also has a young population (52% below 25 years of age – Statistical Year Book of Maldives, 2011) seeking employment opportunities and youth-friendly services. The recorded prevalence of drug abuse and increase in the rate of crime is putting the youth at a high risk of deviant behavior, and they need to be provided with more avenues for skills development and greater employment opportunities. According to the National Drug Use Survey (2012), 1 out of every 3 amongst the youth is engaged in drug abuse.

Following a change of Government in February 2012, there was a long debate in the country over the schedule of the next elections. Furthermore, the young democratic country is faced with several challenges as it falls into the middle income country category. The country’s GDP which stood at US$3,704 in 2010 dropped by 3.2% in 2012 (Monthly Economic Review: Maldives Monetary Authority 2012). The current budget deficit is also much higher than that predicted in 2011.

The Government plays a largely regulatory role, with some of its functions corporatized. There is also significant demand for services to be decentralized – a necessary foundation for good governance and national development.

**Country Programme Analytical Overview**

**Country Programme:** The Country Programme continued to face challenges in implementation due to the political instability and fiscal crisis in Maldives, as well as limited capacities, including in human resources. The primary reason for the challenges remained the unpredictable situation in the country.

The challenges faced in the implementation of the Country Programme were shared with the United Nations Development Assistance Framework (UNDAF) steering committee, as well as in follow-up meetings with the Ministry of Finance and Treasury, which is the coordinating ministry for the United Nations in the Maldives. The AWPs were adjusted through mid-year reviews in consultation with the Government.

As in the previous year, and based on lessons learned, UNICEF continued its programme partnerships with non-governmental organizations (NGOs) in select areas of work. These partnerships were maintained in close consultation with Government staff and resulted in positive examples of tripartite – Government, UNICEF, NGO – relationships.

UNICEF stepped up its direct support to programme implementation in view of the limited capacity in the country. High quality national and international consultancy support was provided in a number of important areas for different aspects of capacity development. In most cases, UNICEF engaged consultants directly in accordance with its rules and regulations.

UNICEF continued to coordinate the support of United Nations agencies to Youth and Adolescents – a fast emerging priority area for the combined attention of the Government, UNICEF and NGOs.

Discussions were held on the post-2015 agenda to contribute to the United Nations Country Team (UNCT) collective feedback for the global report. UNICEF has prioritised consultations with children to incorporate
their views in the plan to be put together for the country.

For 2012, there was a decrease in the refund of UNICEF cash assistance by December in comparison with the previous corresponding period of 2011. This was the result of better financial planning and management.

Maldives is a middle-income country in transition, and adjustments in the Country Programme are required to address many issues related to gender and child rights. The country needs more capacity in several functions, as well as sectors.

An enhanced data base is also required in order to identify vulnerable population groups, especially those living on remote islands. The vulnerable populace is small in number, and hence issues of inequity relating to them do not always get the attention they require. Such issues need to be properly identified and addressed to bridge the existing gaps with the rest of the population.

On its part, UNICEF has initiated support for a debate and discussion on bottlenecks and barriers; this discussion is to be expanded in 2013. Island-based Women’s Development Committees have the potential to play a key role in identifying issues and solutions with community participation. However, due to the limited political participation of women, such committees have not yet been formed in most of the islands.

**Humanitarian Assistance:** In 2012, no humanitarian funding was required. There was a tsunami alert in April, but the alert was withdrawn and no damages were recorded. Later in the year, excessive rainfall in Malé and other islands led to severe flooding in some areas. UNICEF provided water-testing kits using its existing resources.

In collaboration with other United Nations agencies, a contingency plan was drafted to combat an emergency scenario of civil unrest in the country. This was seen as a useful capacity building exercise for the United Nations staff.

### Effective Advocacy

*Partially met benchmarks*

UNICEF Maldives continued to provide a strong and steady voice for children. Overall, efforts were aimed to broaden and enhance awareness, as also the sharing of information on programme priorities related to child rights, hand-washing and hygiene, protection from violence, abuse, neglect and exploitation, and maternal and child health and nutrition. Efforts were also made to strengthen UNICEF’s position in the social media through tools such as the UNICEF Maldives website, and Facebook and Twitter accounts.

Advocacy activities focused on child participation, following which an assessment of knowledge on child participation in the Maldives was developed and published in liaison with the Human Rights Commission of the Maldives (HRCM). This assessment was aimed at paving the way forward for more advocacy initiatives to develop and build child participation mechanisms in order to provide an enabling environment for children to be seen and heard. The establishment of 10 media clubs in some schools, an activity piloted jointly with the Ministry of Education (MoE), also aimed at enhancing child participation.

Emphasis was laid on capacity building of the national media, with workshops on child rights and ethical reporting on children-at-risk conducted by the Maldives Media Council (MMC). The Faculty of Arts of the Maldives National University was supported to incorporate child rights and ethical reporting modules into its journalism degree course.

The UNICEF Regional Director visited the Maldives in October, and in her meetings with senior Government officials, she advocated the need for the implementation of key legislation pertaining to child rights and child protection, as well as to have an equity-focused approach. UNICEF also used opportunities, such as the mid-year review and other high levels meetings, to discuss issues related to child rights, protection and equity.
Programme interventions and the convergence of activities in K. Atoll Maafushi were also good entry points to advocate for child rights and participation, while the introduction of the Community Based Monitoring System (CBMS) and the launch of database *MaafushInfo* added value to advocacy initiatives.

Several advocacy material related to hand-washing and hygiene were printed with the aim of distributing it to schools across the country.

UNICEF Maldives' visibility as a lead agency for children in the country was also enhanced through partnerships with NGOs *Live and Learn, Advocating for the Rights of Children, Journey, Maldives Youth Climate Network* and *Maldives Nurses Association*.

### Capacity Development

*Mostly met benchmarks*

The capacity of officials at the local and central levels of the Government was enhanced with the aim of results based-monitoring and budgeting, project management and data collection to form the evidence base for planning and decision-making.

The capacity of health care workers was enhanced in Integrated Management of Childhood Illnesses (IMCI) and the introduction of the Pentavalent vaccine. Service providers were trained on the operation and maintenance of sanitation systems to improve sanitation and hygiene practices. Youth groups and NGOs were mobilized for HIV and drug use prevention programmes; they were imparted increased knowledge to mobilize target groups on sensitive issues.

In education, support continued to be extended to build the capacity of schools to monitor child-friendly learning through exchange visits to Sri Lanka and the training of coordinators of Teacher Resource Centres (TRCs) on conducting School Self-Assessments (SSAs) in line with the Child Friendly Baraabaru Schools (CFBS) standards. It was also found that trainings did not always translate into implementation of activities at the school level and that specific measures need to be taken to institutionalize good practices.

Support continued to be extended to strengthen the diploma course in Early Childhood Education. Additional modules were developed and a study visit to Bangalore, India, was facilitated.

The capacity of the Government and law enforcement agencies was enhanced with regards to the provision of decentralized child and family protection services. Social Service workers in the Ministry of Gender, Family and Human Rights and the Family and Children Service Centers (FCSCs) in the islands were provided in-service trainings to help them respond to reports of domestic violence, violence against children and neglect of children. It was not found practical to extend the current short duration of this training due to budget constraints and staff shortage at the FCSCs.

Juvenile justice was strengthened by building capacity to 306 personnel representing a broad spectrum of stakeholders. The prevention of juvenile offences and the rehabilitation of convicted juvenile offenders both need to be prioritised. Staff capacity at the Juvenile Justice Unit needs to be further enhanced to enable better rehabilitation of serious and repeat offenders. It has been found a challenge to institutionalise knowledge and skills due to high staff turnover.

Support was provided to empower students and teachers to help strengthen child participation in schools. The Maldives Country Office (MCO) has plans to re-strategize support to school-based clubs.

The capacity of the media to advocate for and monitor child rights was strengthened. In this regard, 20 participants from seven media outlets, as well as freelance journalists, participated in a 10-day workshop run by the MMC with UNICEF support.

Assistance was provided to help develop course outlines on ethical reporting on children’s issues, as well as for a module on Media Ethics and Law that will be incorporated into the journalism course offered by the
Faculty of Arts of the Maldives National University.

School media clubs were formed and students and teachers were enlisted to run the clubs. In all, 20 teachers from 11 schools underwent training to manage media clubs and to better understand the basics of reporting and journalism. Media club members were also trained to develop the CFBS newsletter.

**Communication for Development**

*Partially met benchmarks*

Communication for Development (C4D) uses a combination of strategies, including advocacy, social mobilization and a mix of interventions focused at the community and household levels, to facilitate the process of behavioural and social change. The C4D interventions in the UNICEF-assisted programme have an integrated function aimed at supporting programmes, primarily in the areas of maternal and child nutrition, hand-washing and hygiene, child abuse prevention, HIV/AIDS and drugs.

In 2012, particular emphasis was placed on maternal and child nutrition and child abuse prevention. A C4D strategy was developed for child abuse prevention, recommending ongoing research, support to capacity development, community mobilization and awareness to promote and influence positive behavioural change.

Government counterparts were supported to explore the strengths and weaknesses of the current formal institutions and structures in place to protect children from abuse, neglect and exploitation. Focus group discussions were held to help the participants acquire and harness an understanding of current attitudes, perceptions and beliefs associated with child protection issues.

A communication plan was developed to coordinate and integrate relevant communication tools to empower institutions and communities in acting against child abuse and creating awareness to minimize the risks of child abuse, neglect and exploitation.

Key entry points were identified for the maternal and child nutrition campaign plan to help influence and provide a shift away from negative attitudes and practices at the individual and community levels to behaviours and values that are positive and contribute to the health and well-being of women and children.

In addition, the C4D strategy and campaign plan has specific targets to revive the Government’s primary health care plan and refocus on preventive care. The aim is to also mobilize primary health care workers to help monitor maternal and child health and nutrition. Qualitative situational analysis on the status of nutrition, food safety and food security, as also the Integrated National Nutrition Strategic Action Plan, is aimed at further strengthening the C4D evidence base. The two strategies will be implemented in 2013.

**Service Delivery**

*Mostly met benchmarks*

UNICEF did not engage in service delivery, as the programme was designed for upstream policy support, the development of strategic partnerships, and the capacity building of partners for an equitable realization of the rights of women and children. UNICEF did, however, support the Government in its response to flooding that occurred due to heavy rains in some parts of the country. In all, 11 water testing kits were supplied to the National Disaster Management Centre for use on the most severely-affected islands.

UNICEF also continued with its facilitation of reimbursable procurement of vaccines for the Government. Furthermore, UNICEF supported the MoE in the printing of advocacy material for Water and Sanitation and Hygiene (WASH). UNICEF also printed a report on Child Participation in the Maldives.

Individual and institutional contracts (a total of 25) were awarded in order to provide technical support to the Country Programme.
### Strategic Partnerships

**Mostly met benchmarks**

UNICEF engaged in a partnership with the Island Council of Maafushi, the island selected to serve as a laboratory for working on new and innovative interventions. The aim was to learn how to work in the newly decentralized governance structure and how to best reach out to communities. This approach strengthened the capacity of the Island Council to coordinate programmes for women and children, collect island-level data and to develop procedures on data collection and validation.

As a result, the online database of Maafushi – *Maafushi Info* – was developed. The Maafushi Women’s Development Council was noted for its continuous support to programme initiatives on the island. The CBMS was piloted in Maafushi in collaboration with the Women’s Development Committee. The Maafushi School emerged as a key partner with whom school-based innovative interventions were tested.

UNICEF partnered with two NGOs, *Journey* and *Society for Women Against Drugs (SWAD)*, to implement programmes on HIV and Drug Abuse prevention through Small Scale Funding Agreements (SSFAs). These NGOs collaborated with other NGOs on selected islands (Maafushi and Fuah Mulaku) to reach out to young people. The effective engagements with these NGOs helped build capacity and inspire the youth to mobilize and form advocacy groups.

In Maafushi, *Journey* reached out to 80% of the youth and 90% of the households through a door-to-door outreach programme in addition to the formation of an alliance of community groups consisting of parents and youth. Partnerships with youth-led NGOs were found to be effective to access various groups and levels of people in the community on sensitive issues like HIV/AIDS and drug abuse. Small Scale Funding Agreements were signed with the NGOs *Live and Learn* and *Maldives Youth Climate Network* to pilot school-based activities on environmental education and climate-change advocacy.

Strong partnerships with United Nations agencies continued into 2012. UNICEF partnered with UN Women and United Nations Fund for Population Activities (UNFPA) to advocate stronger measures on issues of gender and violence against women and to institutionally strengthen the recently recreated Ministry of Gender, Family and Human Rights.

UNICEF and WHO jointly provided trainings for Government partners on introducing the Pentavalent vaccine and on IMCI. The ‘One United Nations’ approach was followed whenever it was deemed strategic.

### Knowledge Management

**Partially met benchmarks**

UNICEF has been one of the leading agencies to assist the Government in results-based management. This was done through support to management information systems such as the Health Information System, Education Information System, and Maldives Child Protection Database.

*MaldivInfo* has also been among the indicator-level databases providing information for policy decisions and programming. Efforts were made to support data gathering and analysis for programming, as also to bring several initiatives into the public domain by providing a forum for discussions on recommendations.

A qualitative study relating to out-of-school children was carried out to build a baseline for programming purposes. In addition, an assessment of knowledge on child participation in the Maldives was also carried out to enhance information on the participation of children in the development agenda.

An island-level database called *MaafushiInfo* was developed and passed on to the Maafushi Island Council. This was an added milestone for results-based management, since this database is the very first database developed at the island level. This database will further strengthen the *MaldivInfo* database and will provide...
disaggregated data to help formulate evidence-based planning and policies.

UNICEF also initiated support to the Maldives National University in planning the first ever Master’s degree course in Social Policy. The faculty and national resource personnel have played a key role in designing the course outlines planned to start in mid-2013.

**Human Rights Based Approach to Cooperation**

*Mostly met benchmarks*

UNICEF continued its work aimed at strengthening the legislative framework and providing support for the drafting of the Child Rights, Child Care and Protection Bill. Mapping and assessment of the child protection system in Maldives was initiated. Consultations were held at all levels to ensure that the perspectives of both duty bearers and rights holders were taken into account.

Continuous consultations were held at the island level to ensure the participation of all the stakeholders, especially children, women and the youth wherever possible.

In order to promote child participation, UNICEF partnered with local NGO **Advocating the Rights of Children** that had initiated the development of guidelines for child participation. The partnership is aimed at ensuring that children, as key stakeholders, are consulted in the development, implementation and monitoring of programmes that have a direct effect on their well-being. UNICEF’s work with the HRCM for the establishment of Human Rights/Child Rights Clubs in schools is expected to further enhance this effort. In 2012, training was also provided for facilitators, while four schools in Malé initiated Human Rights/Child Rights Club activities on campus.

In 2011, UNICEF had initiated support to the Government to help fulfill its commitment to the drafting of the periodic report on the implementation of the Convention on the Rights of the Child (CRC) in the Maldives. This support continued into 2012. The report is to be submitted to the CRC Committee once approved by high-level policy makers. UNICEF will further extend its support to Civil Society Organizations and to the HRCM to help develop alternative reports on the implementation of the CRC in the country.

Furthermore, UNICEF held consultations with parents, children, civil society groups and NGOs on an on-going basis to better understand their perspectives and concerns, ensure the participation of all stakeholders, and to make interventions more relevant to communities. In 2012, for the first time, UNICEF and its counterparts held island-level consultations in Maafushi as a part of the Annual Review process to identify relevant issues and to stress on the need for working together on such issues.

**Gender Equality**

*Partially met benchmark*

During the year, the Ministry of Gender, Human Rights and Family was hived off from the Ministry of Health to form a separate entity once again. This was an important change, considering the need for focused attention on gender, human rights and family issues. An increase in gender equality issues, stemming from growing religious conservatism, is a concern. The education of girls is also a major concern. The likely impact of increased religious conservatism on women’s development needs to be assessed.

The media continued to report on increasing incidents of violence against women and children. While the Ministry took note of some such cases, it faced a shortage of trained staff, especially on the islands. The lack of adequate resources was a hindrance to the formulation of long-term policies and projects. United Nations agencies – UNICEF, UNFPA and UN Women – remained close partners on gender issues, and also collaborated with the Ministry and NGO **Hope for Women**. The ‘Training of Gender Trainers’ is an outcome of the collaboration between UNICEF, UN Women and UNFPA.
The Committee on the Elimination of Discrimination against Women (CEDAW) report was finalized through consultations with a variety of stakeholders. The finalization of this report and clearance by the Ministry of Foreign Affairs for onward submission was a big step forward that was facilitated by technical support and advocacy by United Nations agencies.

The enactment of the DV Act and the formation of the Family Protection Authority were positive developments in 2012. The implementation of this legislation needs to be reviewed and monitored to fully address the issues related to domestic violence. One of the challenges will be to secure the necessary funds for its implementation.

The enactment of the DV Act has led to an increase in the number of persons seeking information, and has encouraged the reporting of cases relating to domestic violence. However, there is still a need to increase public awareness and to strengthen services. Currently, there is a big gap in institutional capacity, including in technical/human and financial resources, to intervene in DV and child abuse cases. Increased public awareness and strengthened capacity to respond to such cases are two main areas that require coordinated responses from development partners.

Women’s Development Committees, recently elected on some islands, are a potential group that can work on the promotion of gender equality. UNICEF, together with other United Nations agencies, such as UN Women and UNFPA, will continue to work with such committees to strengthen their capacities.

### Environmental Sustainability

*Partially met benchmarks*

As mentioned in the UNICEF Country Programme Document (CPD) 2011-2015, environmental sustainability is a fundamental issue in the Maldives. The country faces multiple environmental hazards that are exacerbated due to its low land elevation level and limited land area. According to the Statistical Yearbook of Maldives (2012), 15 islands were reported to have faced severe erosion in 2011.

United Nations agencies in the Maldives faced a major setback in delayed donor funding to the joint programme ‘Low Emission Climate Resilient Development’ (LECReD). Funds were committed, but not authorized for utilization due to political instability.

The UNICEF-assisted Country Programme lays emphasis on training in and advocacy for sustainable environmental practices among school children. In this context, in 2012, UNICEF partnered with three NGOs to pilot and promote sustainable environmental practices and hand-washing practices amongst school children in selected islands.

An NGO, *Maldivian Youth Climate Network*, with support from UNICEF and the Educational Development Centre of the Ministry of Education, worked with the school and island community on one island to implement a project called ‘Environmental Stewardship’. The aim of the project was to establish a model wherein eco-clubs are established, student-led and are sustainable. The project received the support of the local community, the island council and school management.

UNICEF also partnered with NGO *Live and Learn* and the Educational Development Centre (EDC) of the Ministry of Education to help pilot a school gardening project in one school. The overall objective of the project was to demonstrate the value of sustainable environmental practices amongst school children.

In particular, the NGO helped the school to form an environment club and supported the students in starting a school gardening project. Sessions were conducted on how to develop compost from household organic waste and to select appropriate plants for cultivation. Technical support was also sought from the Ministry of Fisheries and Agriculture on sustaining and maintaining the school garden. In addition to the students, the school management, teachers, the Parent Teacher Association and Women’s Development Committee were actively involved. Sessions were held on the potential impact on the nutritional status of children.
UNICEF also partnered with the Educational Supervision and Quality Improvement Division (ESQID) of the Ministry of Education and the Maldivian Nurses Association to conduct a programme on hand-washing and hygiene in 22 schools. The overall objective was to train school children and their parents on the proper technique of hand-washing and hygiene, and to create awareness on nutrition and healthy eating habits. During their visits to schools, the nurses also collected water, sanitation and hygiene data.

**South-South and Triangular Cooperation**

Some meetings were reportedly held under the banner of South Asian Association for Regional Cooperation (SAARC) and involved the governments of the region. UNICEF was not contacted for any official engagements related to the SAARC.

UNICEF supported the participation of NACG and Government representatives in SAIEVAC meetings. UNICEF has also committed its support to the NACG in its follow-up action of a model programme for the prevention of violence against children.
**Narrative Analysis by Programme Component Results and Intermediate Results**

**Maldives – 2740**

**PC 1 - Policy advocacy and research**

**On-track**

**PCR 2740/A0/05/001** By 2015, Children enjoy the benefits of improved child rights legislation, policies, regulations and plans and contribute to legislative processes.

**Progress:**

PCR 1 contributes to the upstream policy work of UNICEF. The Child Rights, Child Care and Protection Bill is being reviewed by policy makers at the Ministry of Gender, Family and Human Rights. Mapping and Assessment of Child Protection System initiated after the mid-year review is on-going and on track. Assessment of the social protection system was initiated towards the end of 2012. The findings will contribute to setting the scope for a Bill on Social Protection.

Funds were allocated for the drafting of regulation, and guidelines for the Water and Sanitation Bill were reprogrammed for another activity under WASH. It was agreed with the implementing partner that the development of regulation will be done in-house. A road map for Emergency Preparedness and Response Planning (EPRP) in education was developed and planning of EPRP for Child Protection is underway.

Development of guidelines for participation of children was initiated through an SSFA with an NGO. Child rights clubs were piloted in selected schools.

**On-track**

**IR 2740/A0/05/001/001** By 2015, new or revised legislation, policies, guidelines and regulations for child rights are enacted to protect the most vulnerable women and children (FA5, KRA 2, OT5).

**Progress:**

Support, for 2012 under IR 1.1, focused on advocacy for the passage of relevant bills, the drafting of the Child Rights, Child Care and Protection Bill, and the drafting of regulation and guidelines for the Water and Sanitation Bill. In addition, mapping and assessment of a Child Protection System was added to the Annual Work Plan after the Mid-Year Review.

One of the main reasons for the slow progress in meeting the planned output was the lack of technical personnel to draft legislation. The drafting of regulation for the Water and Sanitation Bill had to be dropped after three attempts at advertising for consultants. The draft of the Child Rights, Child Care and Protection Bill is being reviewed by policy makers and technical personnel at the Ministry of Gender, Family and Human Rights. Further consultations on the draft bill are planned with stakeholders, including children and youth in the first quarter of 2013.

Discussions were held with the Attorney General (AG), as well as policy makers at Ministry of Home Affairs, to expedite the delayed submission of the Juvenile Justice Bill to Parliament. The bill is still at the AG’s Office, and will require systematic high level advocacy to ensure that this key legislation is enacted to address the needs of the most vulnerable children and women.

Significant progress was made in the mapping and assessment of the Child Protection System. Information for all the requisite tools was collected and is in the process of validation. The next step will be to identify the key priority actions under each tool and to develop an action plan. The plan is to complete the final report by the end of the first quarter of 2013.
**IR 2740/A0/05/001/002** By 2015, children and caregivers, including civil society groups, participate in the formulation and implementation of legislation and guideline policies to protect child rights (FA5, KRA 2, OT6).

**Progress:**

The Work Plan for 2012 under IR 1.2 includes the development of guidelines for child participation and establishing Child Rights/Human Rights Clubs in schools.

An SSFA was signed with local NGO *Advocating the Rights of Children (ARC)* for the development of child participation guidelines and to train other NGOs on these guidelines. Progress has been slow, and it is now planned that the activity will be completed in the first quarter of 2013.

UNICEF provided support to the Human Rights Commission of Maldives to establish Child Rights/Human Rights Clubs in Schools, as a strategy to increase child participation. A total of 26 Trainers (from selected Teacher Resource Centre coordinators and staff of the Ministry of Education) were trained to train club facilitators. In addition, 35 teachers from selected schools in Malé and Maafushi were trained as facilitators. Clubs were initiated in four schools in Malé.

The orientation of school staff and parents was recommended by some schools as an essential component in the initiation of clubs. Continuous monitoring and follow-up, combined with regular guidance, were identified by trainers as important factors to increase the effectiveness of the clubs.

**On-track**

**IR 2740/A0/05/001/003** Child and gender-sensitive emergency preparedness and response plans reviewed and updated by 2015 (FA1, KRA 4, OT13).

**Progress:**

The year 2012 focused on developing emergency preparedness and response plans for the education and child protection sectors. Support from the Regional Office for South Asia (ROSA) and East Asia and Pacific Regional Office (EAPRO) was sought to develop and update the respective sector plans. In this regard, emergency specialists for education and child protection in emergencies visited Maldives and a two-day workshop was held with relevant stakeholders to review existing national documents and plans in support of emergency preparedness and response planning, as well as to identify potential linkages and areas for synergy between the two sectors.

During the workshop, the education sector formulated a road map as the baseline document, which has subsequently been finalized and endorsed by the MoE. This document is the first step towards drafting the sector plan that is to be completed in 2013. In addition, an international consultant was hired to conduct a capacity mapping exercise to determine the current level of preparedness in the sector. The final report from the consultant enabled the MoE to understand the gaps and the challenges the sector faced in terms of responding to an emergency at the school, island, community and policy levels. The document again will be an important contribution to the drafting of the sector plan. Child protection will focus on developing the draft sector plan in 2013 as well.

**Constrained**

**PCR 2740/A0/05/002** By 2015, disaggregated data and information that contribute to the realization of child’s rights is accessible, analyzed and used.

**Progress:**

The capacity of Government partners was developed on results-based management and planning and on the use of statistics for evidence-based planning and decision-making. *MaldiveInfo* is regularly updated to develop national indicators for reporting on MDGs. *MaafushiInfo* was developed and piloted on Maafushi island to demonstrate a prototype for an island-level data base that can be imported to *MaldiveInfo*. Consultations on the Health Information System and Education Information System were held,
but with slow progress in identifying indicators. No progress has been made on the Multi-Country Programme Document (MCPD).

Progress:

Governments are increasingly being called upon to be more accountable for results. Citizens, parliamentarians and media expect “National Public Management” to focus beyond inputs, activities and outputs towards “outcomes” and “impacts”. Hence, the objective of the sector Monitoring and Evaluation (M&E) plan is to change the culture of National Public Management from one that is process-oriented (rule-focused) to one focusing on the results that matter to citizens.

The process began with an international consultant working on a structure to develop the framework on which 31 sector results frameworks was developed and adopted by the sectors. To supplement the process, the capacity of the Government staff was also enhanced in terms of formulating inputs, activities, outputs, outcomes and impact. These trainings were especially targeted at Atoll Councils and Island Councils. A total of 36 Government officials were trained in the subject.

The work results have been further strengthened with the planning of a Master’s degree in Social Policy course at the Maldives National University. The Master of Arts in Social Policy is designed to prepare professionals for policy leadership in government, non-government organizations, civil society organizations, research institutions and other similar areas with a focus on the rights of the child. Significant progress has been made to develop the course: the Master’s Course has been formally announced, 10 courses developed and four study guides are currently under development. It is expected that the course will commence in June 2013.

Progress:

A partnership with the National Center for Information Technology was established to strengthen government ownership of data bases. Currently, the development of the Education Information System and Health Information System is underway. No progress was achieved on revamping the Maldives Child Protection Database. Development of WASH in schools indicators for the GIS data base is in progress. Stakeholder meetings have been held on identifying indicators and an inception report has been completed.

Progress:

A situation assessment was carried out on Maafushi Island involving Government staff and the Women’s Development Committee to serve as the ground work for Monitoring Results for Equity System (MoRES) in the Maldives through partnerships with the Local Government Authority, the Maafushi council and the Maafushi Women’s Development Committee. A bottleneck analysis of the programme area will be followed to identify the root cause of the problem which will be addressed through programme convergence on the selected island.

Out-of-school study was also carried out by a local and international consultant with the final report sent to
the Government for endorsement.

A Knowledge, Attitude, and Practice (KAP) study on ‘Hand Washing in Schools’ was initially planned. It was, however, later dropped due to the competing priorities of the Government.

<table>
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<tr>
<th><strong>PC 2 - Strategic partnerships for capacity development</strong></th>
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<tbody>
<tr>
<td>Constrained</td>
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<tr>
<td><strong>PCR</strong> 2740/A0/05/003 By 2015, families enjoy quality health care, and practice improved nutrition, hygienic behaviour and are aware of the effect of drug abuse and HIV.</td>
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</tbody>
</table>

**Progress:**

A number of activities that contribute towards this result were implemented. In this regard, training material on Integrated Management of Childhood Illnesses was developed and training was conducted. Local trainers, who were initially trained for implementing IMCI training, have initiated further trainings. National newborn care guidelines, as well as guidelines for Prevention of Mother to Child Transmission of HIV, are also being developed. Support was provided for training health care workers on the new Pentavalent vaccine and this is being incorporated into the national Expanded Programme on Immunization (EPI) schedule.

The development of material for the Behaviour Change Communication (BCC) campaign on maternal and child nutrition could not be completed in 2012.

The third IR under this PCR has been somewhat constrained, as the activities planned were targeted at only schools. This was done through a partnership with a professional organization, the *Maldivian Nurses Association*. This IR is an area that needs more advocacies for collaboration between the concerned sectors.

Partnerships were established with two NGOs to work on selected islands to implement a programme for the prevention of HIV and drug abuse amongst the most-at-risk adolescents.

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<th>Constrained</th>
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<tbody>
<tr>
<td><strong>IR</strong> 2740/A0/05/003/001 Women and caregivers of children U5 are knowledgeable and practice improved nutrition behaviour by 2015 (FA1, KRA 1, OT1).</td>
</tr>
</tbody>
</table>

**Progress:**

Based on the BCC strategy and campaign plan that was developed in 2011, an international consultant was hired to develop the maternal and child nutrition guide for caregivers and a manual for health care workers to promote and foster positive behavior in the areas of maternal and child nutrition. The consultant completed the first phase with an initial visit to the Maldives where a desk review was conducted of literature, including past/existing materials, government policies and strategies, and internal reports. Semi-structured stakeholder interviews were conducted with health professionals in Malé and three other islands, and two community focus group sessions were conducted with women of reproductive age.

Current Information, Education and Communication (IEC) material was pilot tested during the focus group discussions and stakeholder interviews to gauge the appropriateness and relevance of the material content and format. Due to delays, the development of the material was not completed by the end of December, as was planned. However, after course correction, work is underway on the design and development of content for the guide and manual, in addition to the advocacy materials. The developed material will be pre-tested in 2013 on selected islands, together with an advocacy and communication plan to support health professionals and parents/caregivers to promote the utilization of the resources, along with the provision of training for all health professionals.
IR 2740/A0/05/003/002 National and sub-national capacity enhanced for improved quality of health care services for U5 children by 2015 (FA1, KRA 2).

Progress:
Development of newborn care guidelines was delayed due to limited in-country capacity. However, the guidelines are currently in the process of being developed and are expected to be completed by early February 2013. Training will be initiated in 2013.

With the help of an international consultant, a training package on Integrated Management of Childhood Illnesses has been developed, and local facilitators who were trained by the international consultant have subsequently conducted training for more health care workers.

With the aim of reducing neo-natal mortality rates, support was provided to the national expanded programme of immunization with preparations for the introduction of the Pentavalent vaccine in the Maldives. Trainings on Pentavalent were conducted in 90% of the atolls. National guidelines were also developed for the prevention of mother to child transmission of HIV.

On-track

IR 2740/A0/05/003/003 By 2015, schools and households use safe drinking water and practice improved sanitation and hygiene behaviour (FA1, KRA 3)

Progress:
Progress against this result has been somewhat slow. Activities have been focusing only on sanitation and hygiene in schools, and this has been implemented through a partnership with a professional organization, the Maldivian Nurses Association. During the formulation of the results matrices, the Ministry of Housing and Environment was identified as the main partner for this result.

However, UNICEF recognizes that this result can be fully achieved through a more collaborative approach between the Ministry of Environment, the Ministry of Health and NGOs working in this area. The Ministry of Environment has also acknowledged this need.

On-track

IR 2740/A0/05/003/004 Most-at-risk adolescents (MARA) practice preventive behaviour against the effects of drug abuse and HIV (FA3, KRA 3, OT6).

Progress:
Partnerships were established with two NGOs working in the area of drug-abuse and HIV prevention to implement a programme for MARA on two islands. The report of the training for youth indicates a 90% increase in knowledge among the participants on the selected island, as a result of the training. This was assessed through pre- and post-analysis questionnaires.

On-track

PCR 2740/A0/05/004 By 2015, children enjoy learning in an inclusive child-friendly environment and are aware of sustainable environmental practices.

Progress:
In 2012, schools were trained to undertake self-assessment against the national Child-Friendly Schools (CFS) standards. Teams of stakeholders comprising school management, teachers, parents and students from 32 schools (15% of schools) were trained to undertake self-assessment. A training session on School Self-Assessment (SSA) was also conducted for education officials at the central and sub-national levels. Under the school health and safety dimension of CFS, selected schools were provided support to train swimming and water safety instructors. A longitudinal study was initiated to assess the impact of the curriculum reform that
is currently being piloted. Preparations are underway to collect baseline data for the longitudinal study.

The Faculty of Education was supported to undertake research on special needs education in schools. Orientation programmes were conducted for key stakeholders on the Inclusive Education Policy. These programmes raised awareness about the policy and enabled the key stakeholders to understand their roles and responsibilities in implementing the policy.

Life skills facilitators from 42 schools were trained to implement a life skills programme in these schools.

Partnerships were established with two NGOs to implement a programme on environment education through school environment clubs in two schools.

**On-track**

**IR 2740/A0/05/004/001** By 2015, national & sub-national capacity enhanced to monitor all schools for compliance with established CFS standards (FA3, OT7).

**Progress:**

In 2012, training on School Self-Assessment was conducted for staff of concerned divisions of the Ministry of Education at the central level and staff of the Teacher Resource Centres (TRCs) and schools at the sub-national level. At the school level, stakeholders comprising school management, teachers, parents and students from 32 schools (15% of schools) were trained to undertake school self-assessment for compliance with CFS standards.

Since external monitoring is done every three years, a limited number of schools are monitored for compliance by external supervisors. However, the target is to ensure that all schools undertake self-assessment against the standards. While the number of personnel trained for school self-assessment exceeded the intended target, the training alone was found to be inadequate to institutionalize school improvement. Hence, advocacy at various levels is needed.

School principals need to be made responsible for school self-assessment by incorporating the task into their job descriptions. Advocacy at a policy level is needed for this. Reviews have shown that schools need ongoing support after the initial training to develop school improvement plans.

Under the school health and safety dimension of CFS, selected schools were provided support to train swimming and water safety instructors.

A longitudinal study is underway to assess the impact of the curriculum reform that is currently being piloted. The initial report is expected to be ready by end-April 2013. The findings of the study will guide interventions for the Learner Centred Teaching and Learning Dimension of CFS. An exchange visit to Sri Lanka helped the implementation team to recognize some of the changes that were required to institutionalize CFS in the Maldives. As such, one of the key recommendations was to advocate for an attitudinal change rather than a physical change.

**On-track**

**IR 2740/A0/05/004/002** By 2015, institutional capacity for teacher development strengthened in early years’ education and special education needs (FA1, OT1).

**Progress:**

The Faculty of Education of the Maldives National University was supported to undertake research on early years and special needs education. The research report is expected to be completed by end-March 2013. A total of 19 graduates completed the first round of training for the Diploma in Special Needs Education. Participants of the Diploma were provided a study visit to India to learn from the Indian experience with special needs education. Orientation programmes were conducted for key stakeholders on the Inclusive
Education Policy. A programme for children with visual impairment was planned for 2012, but has now been deferred to 2013 due to limited institutional capacity.

**Constrained**

**IR 2740/A0/05/004/003** By 2015, school children participate in life skills based education programmes and have appropriate knowledge and skills in sustainable environmental practices (FA2, KRA 3, OT8).

**Progress:**

Life skills facilitators from 42 schools have been trained to implement a life skills programme in these schools. The multi-sectoral coordination team established in 2011, continued to oversee the trainings. However, it has been observed that few schools actually implement the programme after the initial training. It is, therefore, recommended that these schools be provided more support to implement the programme in the new Work Plan and to monitor progress more closely.

In the area of environment education, partnerships were established with two NGOs to implement a programme of environment education through school environment clubs in two schools. This has met with some initial success. These schools also need on-going support until the programme gets fully established.

**On-track**

**PCR 2740/A0/05/005** By 2015, women and children benefit from a responsive protection system and juvenile justice mechanisms.

**Progress:**

The key achievements under the PCR include capacity building for social service workers in child protection, juvenile justice, law enforcement agencies and the judiciary. A Juvenile Crime Prevention Programme and training of Specialist Juvenile Police Officers, as well as trainings in parenting skills were undertaken. Standards and guidelines for community-based rehabilitation of juvenile offenders were not developed due to the lack of local technical capacity.

**On-track**

**IR 2740/A0/05/005/001** By 2015, national and sub-national capacity enhanced for reduction and prevention of child abuse and gender-based violence through institutional and community-based programmes (FA 4, KRA2, OT5).

**Progress:**

The main focus of IR 5.1 for 2012 was on building the capacity of the service providers to attend to cases of child abuse. In-service training was provided for 90 social service workers to effectively respond to cases of violence against children and women. However, social workers need to be further equipped with a rehabilitation programme for survivors of abuse and violence.

Technical assistance was provided to strengthen the capacity of the Family and Child Protection Department (FCPD) of the Maldives Police Service to respond to and to investigate cases of child abuse and gender-based violence. A review was carried out to identify the main areas of support. While this was planned to be followed up by an attachment with the Scotland Police, this was postponed to February 2013 due to unavoidable reasons.

In consultation with stakeholders, including children, civil society groups, parents and key government agencies, a Child Abuse Prevention Strategy was developed in 2012. Material production and implementation of the campaign is planned for 2013.

**On-track**

**IR 2740/A0/05/005/002** By 2015, alternative justice mechanisms, including community-based programmes,
available to juvenile offenders (FA 4, KRA1, OT2).

**Progress:**

Activities under IR 5.2 for 2012 focused on the capacity building of law enforcement agencies, judiciary and social service workers on national laws and international standards on justice for children. The activities were also aimed at strengthening community-based programmes for the rehabilitation and reintegration of juvenile offenders and the development of a Juvenile Crime Prevention Programme, including the building of capacity for implementation.

A total of 306 persons from a range of related sectors received the training. This training also strengthened coordination and collaboration between the Maldives Police Service, the Juvenile Justice Unit and the Juvenile Court.

The development of guidelines and standards for community-based rehabilitation and reintegration was not initiated as planned due to the lack of technical capacity. A Parenting Skills Training Programme was delivered through 15 facilitators for a selected number of parents of children at risk of offending.

A Juvenile Crime Prevention Programme was developed for the Maldives Police Service to respond to increased juvenile offending. The Terms of Reference (ToR) for Specialist Juvenile Police Officers were determined in consultation with the management board and senior officers of the Maldives Police Service. The programme is now established at the Police Training Institute. To ensure sustained implementation, a group of 13 police officers were trained as trainers at the institute, while 24 police officers were trained to implement the programme in the community.

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**Constrained**

**PCR 2740/A0/05/006** By 2015, child rights awareness enhanced through active monitoring and reporting by civil society groups and media.

**Progress:**

Support was provided to the Faculty of Arts to enhance the journalism degree course by developing course outlines on ethical reporting on children's issues and a module on law and ethics. Support was also provided to the MMC to train media professionals on various aspects of responsible journalism, including ethical reporting on children and relevant articles of the CRC.

Child rights and media clubs were created in selected schools and 10 schools received training on the basics of journalism and management of media clubs. There were several challenges in completing activities related to HRCM's capacity development. Technical support was provided to the Government to draft the CRC state report.

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**On-track**

**IR 2740/A0/05/006/001** Media has the capacity to report on child rights issues according to international standards (FA 5, KRA 3, OT7).

**Progress:**

One of the main activities under this IR was the development of media clubs in schools to enhance, strengthen and foster child participation. UNICEF provided the MoE with support to create such a niche at the school level for innovation and support for communication.

During the course of the year, 20 teachers from 11 schools were trained to manage media clubs and understand the basics of reporting and journalism. Media Club members were also trained in the basics of
journalism, ethics in reporting, and conducting interviews, along with training in the basics of photography and videography. A total of 21 students from six schools completed all the training modules and received certificates. In addition, 21 participants (school teachers and media personnel) completed a one-day Training of Trainers (ToT) on media clubs to ensure the sustainability of the clubs.

Support was provided to the Maldives Media Council (MMC), with the emphasis on increasing the capacity to advocate for and monitor child rights. Twenty participants from seven media outlets, including freelance journalists, completed a 10-day workshop, wherein all the aspects of journalism, including ethics and relevant articles of the CRC were covered. Support was also provided to the Faculty of Arts in the Maldives National University to develop course outlines on ethical reporting on children at risk, as well as a module on Media Ethics and Law that will further enhance the journalism degree course.

**Constrained**

**IR 2740/A0/05/006/002 Civil Society Groups have the capacity to monitor and report on child rights issues (FA 5, KRA 1, OT 4).**

**Progress:**

Activities under IR 6.2 fall into three main areas: capacity building of HRCM for the monitoring of the implementation of the CRC in Maldives, identification and strengthening of civil society groups for the promotion of child rights, and support to the Government for the drafting of CRC Periodic Report/State Report.

Implementation of activities under IR 6.2 was slow due to reasons beyond UNICEF’S control. Capacity building for HRCM had to be reprogrammed for 2013, as the Commission had to attend to urgent issues that arose due to an increased workload related to the change of Government. In addition, finding appropriate technical personnel for the capacity development of HRCM staff became a challenge towards the end of 2012. Given the limited number and capacity of NGOs, UNICEF was not able to engage with any other group for the promotion and monitoring of child rights.

UNICEF assisted the Government in expediting the reporting process of the State Periodic Report through the provision of a consultant. Stakeholders, including civil society groups and young people, were consulted during the drafting process. The final report will be submitted after its approval at the ministerial level.

### PC 3 - Cross-sectoral costs

<table>
<thead>
<tr>
<th>CR</th>
<th>Effective and efficient programme management and operations support to programme delivery.</th>
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<tbody>
<tr>
<td>IR</td>
<td>CS programme staff costs</td>
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<tr>
<td>IR</td>
<td>Management and stewardship of financial resources</td>
</tr>
<tr>
<td>PCR</td>
<td>Effective and efficient programme management and operations support</td>
</tr>
</tbody>
</table>

**Met**

**IR 2740/A0/05/800/001 Effective and efficient Governance and Systems**

**Progress:**

IPO Salary (MMLC) processed and paid on time.

**Met**

**IR 2740/A0/05/800/002 Effective and efficient Management and Stewardship of Financial Resources**

**Progress:**
All vendor/supplier payments were processed on time, as were all staff entitlements. Petty Cash payments were disbursed, accounted and replenished on time. All travel-related payments were processed on time. Fund forecasts were also submitted and funds replenished on time to ensure programme delivery.

Met

**IR 2740/A0/05/800/003 Effective and efficient management of Human Progress:**

Local staff salary processed and paid on time. All entitlements related to staff paid on time.

**IR 2740/A0/05/800/888 HR**
Effective Governance Structure

There were several opportunities for interactions between all the staff members. Informal meetings called “Sharing Time” were held once every fortnight. Quarterly, all the staff meetings were combined with the staff association meetings. Statutory bodies such as the Country Management Team (CMT) and Programme Coordination Group (PCG) met regularly to discuss management and programme matters with the participation of all the staff concerned.

Operations matters were merged into the agenda of the PCG meetings, aiming for better coordination, collegial understanding and mutual support. Unresolved matters were taken to the CMT meetings held on the following day. In a few select cases, especially those related to the VISION system, the CMT had to refer to the Subject Matter Expert (SME) and HQs. Management indicators were built into the agenda of the CMT meetings and therefore discussed for follow-up action as required.

Issues related to security and important programme matters were also discussed at the UNCT level, since the meetings and therefore discussed for follow-up action as required.

The Enterprise Risk Management (ERM) framework for the office was prepared and shared with the HQs.

Strategic Risk Management

Internal financial controls were maintained by assigning specific responsibilities to the operations staff, and wherever necessary, the programme staff was also included to provide support. With the introduction of VISION and the assigning of roles, the segregation of duties was maintained. The Direct Cash Transfer (DCT) liquidation status was circulated fortnightly and monitored, which helped in minimizing outstanding DCT in the six- to nine-month category.

Bank reconciliation was conducted on a monthly basis and corrective/follow-up action was taken in a timely manner. These measures resulted in no unreconciled items for more than two months. A system of fund forecast and close monitoring of the inflow of funds was carried out on a monthly basis. All payments were issued as account payee cheques only. Payment requests in draft status were monitored and regularly followed up with programme colleagues for the completion of necessary action.

Programme monitoring efforts were enhanced through the regular use of Performance Management Reports. The Programme Coordination Group and the Operations Group were merged into one group and meetings held prior to the monthly Country Management Team meeting. The agenda and minutes of all meetings were finalized through a participatory approach.

Regular follow-ups for travel certification and the completion of trip reports were not possible during 2012 due to changes owing to VISION. This will be carried out manually on a monthly basis in 2013.

A staff retreat/team building workshop was organized and follow-up action was identified for the office with responsibilities assigned to all staff. The progress of the action plan was presented by the Staff Association in every CMT meeting and was discussed with decisions made as required.

The Business Continuity (BC) plan and the Annual Management Plan (AMP) were prepared for the year.

A common UN Operations Management Team representing all the United Nations agencies (including UNICEF) resident in the UN building met regularly to discuss common operations issues.
Evaluation

An Integrated Monitoring and Evaluation Plan was prepared for 2012 and inserted in the AMP as required.

No evaluation was conducted, as the Country Programme was still at an early stage. Information-gathering exercises were carried out and this information will be fed into evaluation exercises to be undertaken later. The out-of-school children study, mapping and assessment of child protection issues, report on child participation in the Maldives and assessment of knowledge will all serve as useful background documents in any future evaluation.

Extra capacity will be engaged when an evaluation of the Country Programme is carried out.

Effective Use of Information and Communication Technology

It was a busy year for Information and Communication Technology (ICT) in view of the introduction of VISION. According to the global rollout ICT work plan, various upgrades were successfully implemented. Lotus Notes servers and clients are at present updated as per global standards. Operating VISION was a major challenge due to limited band width provided by the local ISP, though good connectivity was maintained throughout the year. Internet services were disrupted for a period of 15 days due to the undersea cable of the ISP snapping, as a result of which day-to-day transactions became a major challenge.

Antivirus server/clients were updated and checked intermittently, which has worked very well without any noticeable high risk issues. All ICT hardware and software in the MCO meet ITD standards and compliance is monitored by the ICT unit. Servers were moved to virtualization. A new server was installed to meet the challenges of VISION. Back-up of Lotus Notes and other common folders were carried out regularly.

Where MOSS is concerned, in terms of ICT/Telecom, the back-up data link is up and running, Operational Thuraya Sat phones are available in the office and UNDP maintains the VHF radio network. For back-up power, UNDP (which handles the maintenance/security in the UN building) also houses a small back-up generator, with fuel stored for a one-week period. Thuraya services provided by the local mobile/internet provider, though much cheaper, was not providing satisfactory service. Hence, UNICEF bought a SIM from Thuraya with the help of UNICEF, Colombo. Two additional VHF radio handsets were procured for staff use.

ICT Backup and a Disaster Recovery plan was drafted and shared with ROSA for further updates and standard compliance. An exercise, however, could not be conducted to simulate ICT/Telecoms Disaster Preparedness and Recovery. This is part of the ICT work plan and BC Plan for 2013.

In terms of regional events, the ICT assistant attended the regional ICT meeting. In addition, regular communication took place between the CO and ROSA on general ICT matters, as well as for the establishment of programme-related ICT activities.

Fund-raising and Donor Relations

Fund raising remained a challenge for the United Nations in the Maldives, given the country’s middle-income status. The general view of the donors has been that there should be more public-private partnerships, given the wide presence of the private sector in the tourism industry.

Donor funds secured for climate change under the UNDAF were provided to the United Nations, but were not authorized for expenditure due to the unsettled political conditions.

The Representative visited the Sheraton resort to discuss the “Check out for Children’ initiative under the global Starwoods-UNICEF partnership, with the possibility of mobilizing select resorts to engage in fund raising for the country. There was a follow-up discussion and further action will take place in 2013. The Representative met with donor missions and presented the Country Programme and future fund raising
A progress report was prepared for Japan NatCom. UNICEF Maldives hosted the visit of a 10-member delegation representing Japan NatCom. Visits were arranged to project sites in Malé and on the islands. Meetings were also arranged with members of the UNCT and NGOs. The Representative recorded a video interview on past activities and future plans with Japan NatCom funding.

All efforts were made to fully utilize expiring PBAs.

### Management of Financial and Other Assets

Internal financial controls were strengthened due to VISION and necessitated the assigning of roles for all staff. The operations team also held orientations on creating day-to-day transactions, coordination with the Regional SME and New York Head Quarters (NYHQ) for solutions to problems through raising service calls and monitoring them, coordinating WEBEX sessions, and sharing VISION implementation feedback with the Regional SME.

A good record of bank reconciliation was also maintained on a monthly basis and by taking corrective/follow-up action in a timely manner on outstanding items. In order to maintain the segregation of duties, bank reconciliation was being carried out with the help of UNICEF, Colombo, with effect since July 2012. All cheques are now issued as account payee only.

Programme coordination efforts were enhanced through the wider use of Performance Management Reports. Programme Coordination/Operations Group meetings were staggered to precede the CMT meeting and agenda setting was re-oriented to provide more strategic inputs to management decision-making processes. The Operations Officer represents the Operations in Programme Coordination Group Meetings in order to ease the flow and coordination progress reporting and troubleshooting.

All work processes were reviewed and finalized as the result of a staff retreat/team building workshop.

An Operations Management Team representing all United Nations agencies resident in the UN building met regularly to discuss common operations issues. Non-compliance with HACT was one of the major issues addressed in 2012, with an undertaking of micro- and macro-assessments of the financial capacity of key government counterparts. HACT orientation and training of Government counterparts was conducted. Spot verification of the accounts of counterparts could not be carried out as part of the assurance activity due to heavy engagement in the implementation of VISION.

Measures to enhance the security of the UN building were part of the security assessment carried out by the United Nations Department of Safety and Security (UNDSS). An additional budget of about US$24,000 was obtained from NYHQ/ROSA on an exceptional basis to meet UNICEF’s contribution towards cost sharing for the security enhancement of the common premises.

### Supply Management

The Country Programme does not have a component of programme supplies. The major contributions were towards the coordination of the reimbursable procurement of vaccines, establishment of Long-Term Arrangements (LTAs) and delivery to end-users.

The office initiated the process to establish three LTAs for content editing, photography and translation. LTAs will be issued in 2013.

Efforts were made to have two LTAs: one for the supply of office stationery and another for travel and ticketing services. However, neither could be put in place due to the limitations of the service provider. Efforts for the establishment of these LTAs will continue into 2013 through the “One UN” approach.
In all, 11 water-testing kits were provided to the National Disaster Management Centre to respond to a flood emergency on some islands.

The printing of a report on child participation, questionnaires for a longitudinal study on curriculum review, and advocacy material on WASH was undertaken directly by UNICEF. Cash assistance was provided to the MoE for the printing of advocacy material on WASH to be used in schools.

### Human Resources

Recruitment against one post was initiated and successfully completed with the help of Regional HR colleagues. The newly recruited staff member was oriented in UNICEF’s HR policies, procedures and entitlements. The year saw a marked improvement in the reduction of the number of single source individual and institutional contracts 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 and this was adopted and implemented by all UN agencies. Statutory committees/bodies such as the Job Classification Panel, Contract Review Board, Human Resources Development Team (HRDT) and Property Survey Board (PSB) were reconstituted and members oriented on their roles and responsibilities. As part of inter-agency collaboration, the Operations Officer and Representative provided professional support to UNFPA and Resident Coordinators Office (RCO), respectively, serving on their respective Selection Advisory Panels.

The HRDT Plan was developed in consultation with staff and shared with the Regional Office. The training budget was used for the Staff Retreat and English Language lessons for one staff member. Learning activities during the year largely focused on building capacity, skills and knowledge, with some learning events facilitated and led by UNDP on gender, HIV/AIDS 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, some trainings like Emergency Telecom Training, Basic First Aid Training for all staff, Pre-hospital Trauma Care training, Training The Trainers (TTT) on Managing Performance, Management Development Programme (MDP) and ToT on Rapid Assessment on Child Protection in Emergencies that were held, were not in the original plan. Training on ‘Managing Performance for Supervisees’ was conducted as a follow-up to the TTT.

Training in VISION was provided to the staff, keeping in mind the need for capacity building and enhancement of skills for using VISION. This was apart from the e-learning courses that were undertaken by several staff and Webinar sessions conducted by New York.

### Efficiency Gains and Cost Savings

With a reduction in staff strength to 12, the office as a group re-visited the work processes to align them in line with staff strength and VISION, ensuring that all the internal control points were in place. This simplified the process to a great extent and improved efficiency. The office also undertook initiatives to promote business rationalisation and is working towards establishing detailed procedures in collaboration with UNICEF Sri Lanka and ROSA.

Maintenance charges towards the common premises being paid to UNDP were successfully brought down to US$26,000 per annum. Efforts will be made to further reduce these charges in 2013. The plan to optimize the use of electricity consumption by using energy-saving lamps could not be undertaken due to the non-availability of false-ceiling panels. This plan will be pursued in 2013.

A plan to replace all the air-conditioners with energy-efficient ones was initiated in 2012, and nine air-conditioners were replaced, reducing the expense on electricity by 40 per cent. There are plans to replace the
UNICEF Annual Report 2012 for Maldives, ROSA

balance eight air-conditioners in early 2013, an order for which has been placed. This will result in a further reduction in the expenses on electricity and maintenance.

Changes in AMP & CPMP

The last AMP was revised in 2011 after office restructuring and was prepared for a one-and-a-half-year period ending December 2012.

The AMP for 2013 will consider the new business rationalization and business optimization plan to be developed in partnership with UNICEF Sri Lanka. It will also be developed considering the abolishment of the post of the International Operations Officer in mid-2013.

Discussions on the Mid-Term Review (MTR) process will be initiated with the visit of the Regional Planning Officer in January 2013. If permissible adjustments are decided upon, the AMP will consider them, especially for the formulation of advisory bodies, their ToRs, and their composition.

Summary Notes and Acronyms

List of Acronyms

AMP     Annual Management Plan
ARC     Advocating for the Rights of Children
AWP     Annual Work Plan
BC      Business Continuity
BCC     Behaviour Change Communication
C4D     Communication for Development
CBMS    Community Based Monitoring System
CEDAW   Convention on the Elimination of All Forms of Discrimination Against Women
CFBS    Child Friendly Baraabaru 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
DCT     Direct Cash Transfer
DV      Domestic Violence
EAPRO   East Asia and Pacific Regional Office
EDC     Education Development Center
EPI     Expanded Programme on Immunization
ERM     Enterprise Risk Management
ESQID   Educational Supervision and Quality Improvement Division
FCSCs   Family and Children Service Centres
HACT    Harmonized Approach to Cash Transfer
HIV     Human Immunodeficiency Virus
HQs     Headquarters
HR      Human Resource
HRCM    Human Rights Commission of the Maldives
HRDT    Human Resources Development Team
ICT     Information and Communication Technology
IEC     Information, Education and Communication
IMCI    Integrated Management of Childhood Illnesses
ISP     Internet Service Provider
ITD     Information Technology Division
LECRd   Low Emission Climate Resilient Development
LTA     Long Term Arrangement
MCO     Maldives Country Office
UNICEF Annual Report 2012 for Maldives, ROSA

MCPD Multi-Country Programme Document
MDP Management Development Programme
MMC Maldives Media Council
MoE Ministry of Education
MOSS Minimum Operation Security Standards
MPS Maldives Police Services
MTR Mid-Term Review
NACG National Action and Coordination Group
NGOs Non-Governmental Organizations
NYHQ New York Head Quarters
OCHA Office for the Coordination of Humanitarian Affairs
PBAs Programme Budget Allocations
PCG Programme Coordination Group
PCRs Programme Component Results
PSB Property Survey Board
RCO Resident Coordinators Office
ROSA Regional Office for South Asia
SAARC South Asian Association for Regional Cooperation
SAIEVAC South Asia Initiative to End Violence Against Children
SME Subject Matter Expert
SSFAs Small Scale Funding Agreements
SWAD Society for Women Against Drugs
ToR Terms of Reference
ToT Training of Trainers
TRC Teacher Resource Centre
TTT Training The Trainers
UN United Nations
UNDAF United Nations Development Assistance Framework
UNDP United Nations Development Program
UNDSS United Nations Department of Safety and Security
UNFPA United Nations Fund for Population Activities
UNICEF United Nations Children’s Fund
UNODC United Nations Office on Drugs and Crime
UNCT United Nations Country Team
VHF Very High Frequency
WASH Water and Sanitation and Hygiene
WHO World Health Organization
YCSD Young Child Survival Development

Publications

<table>
<thead>
<tr>
<th>Title</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Child Participation in the Maldives</td>
</tr>
</tbody>
</table>

Lessons Learned

<table>
<thead>
<tr>
<th>Title</th>
<th>Document Type/Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Situation Analysis – Maafushi 2012</td>
</tr>
</tbody>
</table>
**Lessons Learned / Innovation**

### Situation Analysis – Maafushi 2012

<table>
<thead>
<tr>
<th>Document Type/Category</th>
<th>MTSP Focus Area or Cross-Cutting Strategy</th>
<th>Related Links</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation</td>
<td>FA5</td>
<td></td>
</tr>
<tr>
<td><strong>Contact Person</strong></td>
<td><strong>Language</strong></td>
<td><strong>Emergency Related</strong></td>
</tr>
<tr>
<td>Ibrahim Naseem, <a href="mailto:inaseem@unicef.org">inaseem@unicef.org</a></td>
<td>English</td>
<td></td>
</tr>
</tbody>
</table>

**Abstract**

A situation analysis was carried out to gather information for future programming of interventions in a pilot island called Maafushi. A globally known tool called Community Based Monitoring System (CBMS) was used to carry out the analysis.

**Innovation or Lesson Learned**

The CBMS approach is an innovation to address programme monitoring in the Maldives and with the internationally tried out methodology guarantees a robust foundation for MoRES in the country. However, it was also experienced that communities may not be fully engaged due to limited staff and capacity in the island councils. Another lesson learned was that capacity building of the island council members, staff and members of the WDC should be an integral part of the entire process for purposes of sustainability.

**Potential Application**

One of the challenges faced during the preparation was accessing an adequate GIS map of the island. Hence, GIS maps with layers and boundaries are critical to map the indicators with its geographic location.

**Issue**

The implementation of CBMS in Maafushi is a collaboration between UNICEF Maldives Country Office, Local Government Authority of Maldives and CBMS System Network Team. CBMS is a tool developed in the early 1990s to provide policymakers and program implementers information base on tracking impact of macro-economic reforms and various policy shocks. It is an organized way of collecting information at the local level for use of local government units, national government agencies, NGOs, civil society and development partner agencies for planning, program implementation and monitoring. The objectives of the collaboration are:

1. Develop and pilot test a CBMS that considers the local context of Maldives
2. Build capacity of identified focal persons in the pilot-area of CBMS implementation
3. Establish CBMS database in the Island Council Maafushi and LGA

**Strategy and Implementation**

The CBMS is designed to provide information primarily for the use of local governments followed by national governments and other stakeholders. It is intended to improve local governance and promote transparency and accountability by providing information that can facilitate evidence-based decision making. The CBMS methodology, data collection and processing instruments that are currently being used for local planning and budgeting and for monitoring the millennium development goals were offered on good will basis to UNICEF Maldives under a MoU signed between UNICEF and the CBMS Network team. Consequently a situation assessment was carried out in Maafushi island involving government staff and the Women’s Development Committee to serve as the ground work for MoRES in the Maldives.

**Progress and Results**

The interventions in Maafushi island included:

1. Develop and pilot test a CBMS that considers the local context of Maldives in Kaafu Atoll Maafushi Island;
2. Build capacity of staff of the LGA and other key local stakeholders in Maafushi Island;
3. Share lessons learned and experience on the use of CBMS drawn from the implementation of CBMS in the
Philippines.

Expected outputs of the collaboration are as follows:

1. Database established in the Island Council Maafushi and at the Department of National Planning.
2. Training conducted on CBMS data collection, processing, mapping and
3. Generation of impact indicators relating to various vulnerabilities amongst children.

**Next Steps**

Carry out the analytical report and based on the report carry out a bottleneck analysis to identify and make relevant changes in the programmes.