Executive Summary

The Maldives, a small size country spread over about approximately 1200 islands in the Indian Ocean, has several development challenges and opportunities as described in this report. An important point to keep in mind is that the small size of the country is not an advantage. On the contrary small island States face several governance and development difficulties creating issues of inequities and vulnerabilities amongst population groups. The UNICEF-Government Country Programme (2011-2015) was conceived along the lines of upstream policy level work and a number of lessons were learned during the course of implementation.

The most important achievement of 2013 was the completion of a successful and participatory Mid-Term Review (MTR) carried out in consultation with partners, UN agencies and communities. Excellent inputs were provided by a team of peers as well as UNICEF’s regional advisors. The exercise was synchronised with the United Nations Development Assistance Framework (UNDAF) MTR, culminating into a single High Level Meeting at the end of the year.

Technical expertise was acquired in several areas of programming. There was a significant rise in the number and quality of reports completed through engagement of international experts. Most of these reports are in mature draft form and will be finalized and cleared by stakeholders hopefully in early 2014.

Using thematic funds for Adolescents, the Office initiated support covering i) a national survey on Youth ii) support to the drafting of a Youth Bill and iii) demonstration of island based awareness of young people on drugs and HIV and AIDS.

As for shortfalls, like other UN agencies, programme implementation rates were challenged by a volatile and unstable political environment. Extra attention was accorded to timely and proper use of resources through innovative thinking and re-programming as permissible within rules of business.

The MTR found that a number of results outlined in the Country Programme were unrealistic and unclear. These were examined carefully through extra technical expertise and changes were proposed in a revised results matrix.

The Minister of Health signed the pledge “A Promised Renewed”, and there is a need to take this Agreement into the stages of planning and action.

A Programme Cooperation Agreement was signed with the non-government organisation (NGO) Journey after a long break. In recent years, the Office had engaged with NGOs only through small-scale funding agreements and with experience found out that Journey has the potential to sign a higher value agreement. This was a step ahead in UNICEF-NGO partnerships in the Maldives.

An excellent partnership was initiated with the UNICEF Sri Lanka Office through a Service Level Agreement for support to business practices related to financial transactions. Upon review of the experience at both ends after the trial period of three months, the Agreement was extended to cover several additional areas of support to operations services of the Maldives Office.
A partnership continued with the Maldives National University for oversight and support to the Master’s degree course in Social Policy. UNICEF served as a member of the Advisory Board created for this course by the University.

**Country Situation as Affecting Children & Women**

2013 was very significant in the Maldives with several unforeseen events that affected the lives of people and created challenges for the UN-assisted programmes. The political climate remained very volatile and the Presidential election took much longer than anticipated.

The one major activity duly completed with high quality results was the MTR of the Country Programme of Cooperation. The MTR provided an opportunity to update the situation analysis of children especially the issues of inequities by region based on the use of secondary sources of data and information. The analysis of existing statistical data revealed that good progress was made in recent years in the understanding of children’s rights in the Republic of the Maldives.

Important health and education related indicators demonstrated improvement at the national level.

Disparities remain at sub-national level and are significant in certain domains. Child protection related indicators reveal a picture showing areas of concern. While disparities were not found in most instances between boys and girls, there are clear disparities between regions.

The situation analysis was compiled from secondary sources and the analysis was drawn from an equity perspective. This document shows that the North Central region appears to have worse health-related achievements compared to the rest of the regions: lowest skilled attendance at delivery, lowest seeking medical assistance at fever episodes, highest under-nutrition. It has also experienced the second highest dropout rate in grade seven in recent years.

The South region appears to encounter comparatively more child-protection related concerns: lowest proportion of registered births, highest proportion of working children, highest teenage child-bearing rate, and second largest proportion of orphans with all concerns around their development. Statistical data alone, while helpful to identify disparities, is not sufficient to explain them. Further investigation is needed to get better understanding of existing trends and patterns, and to plan for targeted interventions which can address disparities.

The first national MTR workshop held with UNICEF and partners provided an opportunity to review five child deprivation issues along the ten equity determinants and corresponding barriers and bottlenecks. Due to lack of disaggregated data, the participants were able to identify and describe only the types of disparities and the obstacles that prevent specific groups of vulnerable children from accessing services. They were also able to identify the groups of disadvantaged children broadly described as children with disabilities, children of divorced and dysfunctional families, children of single parents, adolescents at high risk for drug abuse and Human Immunodeficiency Virus (HIV) exposure, children in state care (institutions) and children living in remote islands.
The “Violence against Children Study” (2010, unpublished) in the Maldives reported that 11.6 per cent of Maldivian children (aged 4 years to late teens) experienced violence in a range of settings including in the family, communities, schools and in care and justice systems. Evidence indicated that while both girls and boys experienced violence and abuse, girls were predominantly affected by sexual abuse (87.2 per cent of girls were affected as compared to 10.6 per cent of boys). On the other hand, physical abuse was more prevalent among boys (50 per cent) compared to girls (21.4 per cent).

The participants of focus group discussions under the MTR undertook a bottleneck and barriers analysis (BBA) of child abuse and noted that there was an increasing public expression of disapproval of violence against children. There are laws and policies protecting children from violence but these are not fully enforced because of absence of resources, lack of institutional capacity, and poor coordination among personnel responsible for law enforcement, investigation, prosecution and social service. The participants also went through a BBA on the issue of children in conflict with the law. The age of first offence and the age of serious offence have been steadily decreasing. Adolescent offenders generally come from divorced, separated or dysfunctional families or out-of school children or children at risk of dropping out of school, and children living away from families.

The National Drug Use Survey for Maldives (2013) revealed that drug use, particularly among young people, has been plaguing Maldives and has reached a seriously alarming level. A large proportion of drug users, especially in the capital, are young people. No similar information is available for children in the country.

A study entitled “Rapid Situation Assessment of Gangs in Male’, Maldives” (2012) noted that gang violence in Malé had increased, particularly among the youth. The study found that causes of gang violence cannot be readily distinguished from broader problems relating to social welfare. It is evident that further educational and employment opportunities have to be created for the youth to become responsible citizens.

Information on children has still to be compiled.

Maldives has made good progress with enrolment of young children aged 3-4 years old in different forms of early childhood education. As far as compulsory education is concerned, enrolment of both boys and girls has been maintained close to universal at primary level and increased substantially at secondary level between 2001 and 2011. Girls’ enrolment at lower secondary level exceeded that of boys throughout the same period. (World Bank 2012).

According to the Demographic and Health Survey (2009) the country has made significant progress in reducing neonatal, child and maternal mortality. However, there are disparities between regions, economic wealth and mothers’ education. The proportion of under-nourished children in 2009 was unacceptably high. For example, stunted children under five years of age (short for age) accounted for 18.9 per cent of all children that age. Severely stunted alone were 6.4 per cent. Stunting cannot be reversed with age.
Country Programme Analytical Overview

The UNICEF Country Programme of Cooperation 2011-2015 prioritised support for upstream policy level work, which is in line with the approach for a Middle Income Country (MIC) a status acquired by the Maldives on January 1, 2011. 2013 served as the Mid-Term Review of the Country Programme, and as such, provided opportunities to carry out several frank discussions including with children, to ensure that UNICEF’s limited resources are effectively used for the country. A number of bottlenecks and barriers were identified during the year such as limited human resources, poor capacities, fiscal crisis, isolation of inhabited islands, growing conservatism and huge issues around youth such as unemployment that contribute to disparities amongst this large segment of the population.

The MTR identified the following key adjustments:

- **Mix upstream work with selected downstream work to support policy level initiatives.** Graduation of the Maldives to a middle-income country shaped the configuration of the Country Programme which was particularly designed to focus on support to policy development. Support will be provided to the development of new/revised policies through analysis of existing conditions to strengthen attention to identified gaps in the equitable fulfilment of child rights. Technical assistance and carefully targeted capacity development will be provided to operationalize policies through effective and efficient programmes engaging Government and where relevant, civil society and the private sector. Field monitoring systems, periodic monitoring and studies will be undertaken to assess the effective reach of policies to communities with particular attention to the most vulnerable and underserved in order to have informed policy decisions.

- **Address inequity and disparity.** With the MTR process, UNICEF and partners have jointly adopted a growing interest in re-positioning resources and efforts on producing results that will include the most disadvantaged and marginalized children in the Maldives. A survey was initiated on deprivations among adolescents. The findings will be used to inform policy dialogue and to design programme interventions for the future.

- **Introduce preventive measures for natural disasters and response to emergency issues.** DRR and disaster preparedness will be considered in consultation with the line ministries. Relevant topics will be integrated in existing training modules, as appropriate. Disaster preparedness will be encouraged in schools’, and in the communities with deliberate and periodic emergency drills.

- **Strengthen the focus on adolescents and young people.** The Programme will support development and implementation of behavioural change communication (BCC) plans addressed to all adolescents. In collaboration with other UN agencies, UNICEF will address selected issues on the subject of drug and substance abuse. Efforts will be made to demonstrate the conversion of existing service systems in the communities into adolescent-friendly ones in selected islands.

- **Promote community-level monitoring.** The existing Monitoring and Evaluation (M&E) system will be refined by setting up a periodic programme monitoring system particularly at the community level that will allow the programme to identify issues and gaps during implementation so that appropriate and timely response can be delivered.
Effective Advocacy

*Partially met benchmarks*

UNICEF’s key advocacy priorities in 2013 were designed to ensure that children’s rights were more visibly addressed in the work carried out by Government and civil society. Numerous meetings were held with Government, UN and civil society partners to advocate for a child focus and child-centred initiatives. High level advocacy will continuously be required to accelerate policy level work on children in following years.

In December 2013, UNICEF launched three publications which looked at child disparities across the regions in the country. In particular, the “Situation of the Children in the Maldives” provided an opportunity to reflect on the inequities and disproportions amongst children across all the regions of the Maldives. The study showed the situation of Maldivian children in the context of poverty, vulnerability and inaccessibility to services. The findings will be used to inform policy dialogue and to advocate for full implementation of the rights of all children in the country.

The MTR process also identified urgent emerging issues in the country such as those related to adolescents, rising fundamentalism and conservatism, child sexual abuse and gender-based violence.

In December, UNICEF’s Regional Director visited the Maldives and advocated the need for an equity-based approach in her consultations with the new Government. UNICEF also used other opportunities, such as the UNDAF MTR review and high level meetings with various Government agencies, to advocate for the adoption of an equity-focused approach towards children of the Maldives.

Capacity Development

*Mostly met benchmarks*

Limited technical capacities in the country were recognized as one of the major bottlenecks in programme implementation.

UNICEF continued support to capacity development of the Government officials at both central and atoll/island level in results based-monitoring and budgeting (basic Monitoring and Evaluation) to form an evidence base for planning and decision making. Training was conducted in seven atolls for 131 (88 males, 43 females) atoll/island council staff. The Maldives National University received UNICEF’s support in the Master’s degree course in Social Policy. The course commenced with 22 students, decreasing to 12 by the end of the year.

Interventions on child participation were supported through the Human Rights Commission. This support resulted in an increase in the promotion of child participation opportunities in schools.

UNICEF supported the Maldives Media Council to build capacity of media personnel in ethical reporting and reporting on children as per international guidelines and standards. A total of 35 media personnel were trained in three regions across the country.
A five-day training on Online Journalism was also conducted to support local media to keep pace with new developments such as online reporting and instant online coverage.

A total of 52 personnel were provided with Juvenile Justice Training with the main intention of strengthening the juvenile justice system. In addition, 55 parents from Malé and Thulusdhoo island received parenting skills training as part of crime prevention programme. Sixteen male and two female investigating Officers from Maldives Police Service were trained on the Family and Child Centred Investigation course. Three Officers commenced training on Advanced Forensic Child Interviewing, and four Officers received training on steps to strengthen the Maldives Child Protection Database.

Capacities of health professionals were built on Integrated Management of Childhood Illnesses and prevention of HIV from Mother to Child.

In order to build on existing capacity assets of special needs education (SEN) and within the principle of equity, UNICEF supported SEN teachers to attend a short-term training overseas. The exposure developed the capacity of 14 SEN teachers on early identification and early intervention for children with hearing impairment. This addressed the need of teachers to better support the most vulnerable children.

UNICEF engaged with civil society partners, resulting in capacity development of two local NGOs on prevention and adolescent development. The first training titled “Young People as Change Makers” planned and facilitated by the UNICEF Regional Office aimed to provide necessary skills to interact and mobilize youth. A regional training on Adolescent Development and Participation was instrumental in building knowledge and skills to design programmes and work innovatively with adolescents.

UNICEF organized a three-day training for 16 participants from UNICEF, other UN agencies, Government and civil society on key concepts and elements of human rights-based approach and gender equality as well as technical information on how to apply these subjects into programming.

**Communication for Development**

*Partially met benchmarks*

Under Communication for Development (C4D), UNICEF Maldives targets behavioural changes, while simultaneously addressing cross-cutting issues. The strategic focus of C4D rests on i) strengthening and enhancing the capacities of key Government institutions and ii) generating and managing knowledge to improve future communication interventions.

Particular focus in 2013 was put on nutrition activities targeting pregnant mothers and children under five. A Maternal and Child Nutrition Guide and Manual were developed jointly with the Ministry of Health/Gender with key messages to promote positive behaviour change. In addition, a partnership with a local NGO resulted in the development of Information, Communication and Education (IEC) materials on healthy eating habits amongst young children. The approaches, strategies, key messages and specific communication materials were jointly developed with education and health authorities. Awareness sessions and activities took place in seven schools in which 1,210 children and 50 parents participated. Through this partnership, mass media and social media were also engaged to promote the importance of nutrition amongst young children.
Based on the national child abuse prevention strategy, mass communication materials were developed targeting stakeholders at all levels to promote child abuse prevention across the country. Specific tools include, video/audio spots, official campaign website and a documentary based on child protection activities. The campaign was a joint effort of UNICEF with Ministry of Health/Gender and supported by Maldives Police Services and other key stakeholders who work in the child protection sector.

**Service Delivery**

*Fully met benchmarks*

The Country Programme does not entail direct service delivery given its focus on upstream policy work.

**Strategic Partnerships**

*Mostly met benchmarks*

Partnerships in education, health and child protection have contributed to the achievement of Country Programme Results.

UNICEF continued the partnership with the Maldives National University to finalize and start the Master’s degree course in Social Policy with the first batch of students enrolled in mid-2013.

Collaboration with NGOs was critical in reaching out to children and adolescents. UNICEF partnered with ARC, a local NGO to promote healthy eating habits among children. IEC materials were developed with key messages. Visuals on healthy habits were developed and disseminated. UNICEF strengthened its partnership with the local NGO Journey to impart information and build awareness around drug abuse and HIV/AIDS among young people in selected islands.

The MTRs of the UNDAF and UNICEF-Government Country Programme included in a series of consultative forums with stakeholders from Government counterparts, civil society counterparts as well as community members, school staff and children.

Coordination and partnerships with United Nations’ agencies continued throughout 2013. UNICEF partnered with UN Women and UNFPA to support a local NGO “Hope for Women” to implement the “16 days of activism” with the objective of raising awareness on issues of gender and violence against women and children. UNICEF also established contact with the World Bank in the context of enhancing quality and access to education. The discussions explored collaborative support by both organizations to implement the multi-grade policy initiative by the National Institute of Education. UNICEF, the United Nations Office for Project Services (UNOPS) and the World Health Organisation (WHO) coordinated closely in planning support to the Government on the issue of vaccine shortages in the country.

UNICEF and its counterparts continued a partnership with Maafushi island community. A refresher training was conducted by the NGO Journey on HIV/Drugs prevention, and representatives of the island community members participated in a The National Action
and Coordination Group (NACG) planning meeting which was implemented in collaboration with the South Asia Initiative to End Violence Against Children (SAIVEC).

UNICEF played an instrumental role in re-energizing SAIVEC, a regional initiative led by the Governments of South Asia in partnership with children, civil society organizations, international NGOs and UN agencies. Along with raising awareness, implementing activities and sharing best practices in preventing and responding to violence towards children, it also aims to support a cooperative approach and further strengthens national and regional level coalitions and partnerships. NGOs working in the field of child protection are represented in the Maldives SAIEVAC board, which provides a platform for collaboration among key stakeholders working on child protection. This initiative needs further attention in the Maldives to bear the desired results for children.

Knowledge Management

*Partially met benchmarks*

In 2013, UNICEF supported the Education Information System, Health Information System and Maldives Child Protection Database. It was agreed during the MTR that no new database will be supported and completion of pending action will be targeted.

Support was provided to MaldivInfo and development of island level information. Efforts were made to support data gathering and analysis for programming and to provide fora for discussion on recommendations.

To further strengthen the evidence-based decision making process of the Maldives, a number of studies were undertaken including research on deprivation among adolescents, the decentralisation process in the Maldives, the situation of children in the Maldives, a mapping and assessment of child protection system in the Maldives, child protection in emergencies, and the Maldives emergency preparedness and response planning in education. Amongst the benefits to national policy and strategies, the finding will inform the development of the next UNDAF and UNICEF Country Programme.

UNICEF continued its support to the Maldives National University with the start of the Master’s degree course in Social Policy. Resource persons were provided from within and outside the country as well as experts within the UN system in the Maldives.

Programme monitoring remained a key agenda item in UNICEF Programme Operations Group (POG) meetings. Necessary programmatic adjustments were driven by mid and end year reviews.

There is a need to develop a knowledge management strategy or system specifically designed to collect, compile and share evidence and lessons learned. There is also a need for a systematic or regular flow of programme information within the programme team as well as with stakeholders.

Human Rights Based Approach to Cooperation

*Partially met benchmarks*
UNICEF’s support to the Government as part of its upstream policy work continued in 2013. Consultations were held with the civil society including children in Malé and the islands, to seek inputs for the drafting of the Child Rights, Child Care and Protection Bill. The drafting of a Bill on Youth was initiated with consultancy support. The Study on Mapping and Assessment of the Child Protection System was completed.

The Fourth and Fifth Periodic Report to the CRC Committee was submitted by the Government in early 2013. UNICEF played an advocacy role, in addition to providing technical support through a consultant in drafting the report.

UNICEF continued consultation with children both boys and girls, young people and men and women in addition to the Government counterparts to ensure that they are given an opportunity to participate and to bring in their perspectives in addressing issues related to children. These consultations also provided a platform to discuss sensitive child rights issues and to strengthen the capacity of the duty bearers and rights holders.

As part of the training plan, UNICEF, organised a three day training on Gender Equality and Human Rights-Based Approach to Programming. Participation was extended to counterpart ministries and other UN agencies. The main purpose of the training was to strengthen programming capacities to address issues around Gender and Human Rights.

**Gender Equality**

*Partially met benchmarks*

UNICEF continued to work with UNFPA and UN Women on gender issues. As the Chair of the UN Gender Theme Group (UNGTG) UNICEF provided leadership in developing a draft Action Plan for the period December 2013 to December 2014 to implement Gender Score Card Recommendations.

UNICEF, UNFPA and UN Women continued to support “Hope for Women” a local NGO. Financial and technical support was provided to the Gender Advocacy and Working Group through a small scale funding agreement with Hope for Women to carry out the advocacy work related to the “16 days of activism”. A number of activities such as drafting of the regulations for the implementation of the Domestic Violence Act, capacity building of the Women’s Development Committees and Island Councils had to be postponed due to the unstable political environment and the non-availability of the targeted group.

Consultations were held with Women’s Development Committees, girls and boys on different occasions to ensure that their perspectives were captured on various issues. One example was the focus group discussions held both in Malé and the island communities as part of the MTR.

AS outlined earlier, UNICEF staff along with partners from the UN and Government participated in a three day training on Gender Equality and Human Rights Based Approach to Programming.

**Environmental Sustainability**

*Partially met benchmarks*
Maldives is vulnerable to environmental and climate change-related hazards such as seasonal floods, tidal surges and fire. In UNICEF Maldives, environmental sustainability was mainly reflected in support to the Water, Sanitation and Hygiene (WASH) programme and in disaster/emergency preparedness and response.

In collaboration with the National Disaster Management Centre, UNICEF supported the Ministries of Education and Health/Gender to develop sector specific emergency preparedness plans and to sensitize key stakeholders on the importance of preparedness and planning. Issues around disaster preparedness and response were advocated through a one day forum covering 19 schools in the capital Male’. In addition, simulation drills were carried out and nine schools developed their standard emergency operations plans during the year.

UNICEF also started discussions with NGOs and the Ministry of Education on environmental issues and the impact of climate change on children, with activities to be initiated in 2014.

A UN Joint Programme funded by the Danish Government was planned to support the Maldives’ shift to a low emission climate resilient economy. UNICEF received US$136,663 based on its proposed activities to promote environmental awareness amongst schools and the communities of Laamu atoll and to develop a database to inform policy makers and enable sustainable interventions. The programme’s overall objective is to support low emission climate resilient development in Laamu atoll. Support will be provided to decision-makers and planners at both the island and atoll level to integrate climate change and disaster risk management considerations into local development planning.

South-South and Triangular Cooperation

In October 2013, a high level meeting was held in New Delhi, India under the banner of the South-South Cooperation for Asia and the Pacific, covering themes of Adolescents, Early Childhood Development and Children in Urban Settings. The Government of the Maldives selected the theme of Adolescents and the (then) Minister of Gender presented a country statement on the subject.

With continued political uncertainty there was limited follow up of recommendations of the previous meeting on South-South Cooperation in Beijing. The portfolio of Gender saw several changes at the ministerial level including as an additional charge for Ministers who were also holding other important portfolios at the same time, thus creating challenges in addressing issues of Gender, often treated as a lesser priority.

Efforts were intensified to address multiple issues of adolescents in the country. A three-pronged approach was followed in close coordination with the Ministry of Youth. This includes initiating a national survey on disparities affecting youth. In addition UNICEF and the Ministry of Youth planned support for a Youth bill, in addition to a stakeholders’ consultation to develop an “Issues Paper”. UNICEF partnered with a NGO “Journey” to empower communities in three islands and to develop capacities of its staff on the subject of Drugs use and HIV prevention. These three initiatives supported by UNICEF will certainly pave the way for long-term planning by the Government and other stakeholders.

The subject of Youth and Adolescents is a priority of the newly-elected Government of the Maldives. The cross cutting nature of this subject is well recognized and there is a huge
emphasis on issues around the Youth in the ministerial plans for the first 100 days of the Government.
## Narrative Analysis by Programme Component Results and Intermediate Results

### Maldives - 2740

#### PC 1 - Policy advocacy and research

**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:**

The main focus of PCR 1 is on the upstream policy work and contributes to strengthening of necessary legal and policy framework and legislations to ensure children’s right and gender equity is achieved. The main bottlenecks encountered were the limited availability of technical persons for drafting the required legislations, regulations, policies, strategies or action plans; lack of long term vision of the Government for child protection and child rights; and the frequent changes at the leadership level in counterpart ministries. UNICEF’s contribution was through provision of technical assistance, advocacy and logistical support.

Emergency Preparedness and Response Plans for Education and Child Protection Sectors were drafted. The relevant sectors actively participated in the preparation of the sectoral plans, and the National Disaster Management Centre provided the leadership for the work. Special attention has to be paid for further orientation and training for implementation of the plan. UNICEF support resulted in the mobilization of National Disaster Management Centre and other key actors to come together on the important subject of emergencies. A key result was improved national capacity through external assistance to develop the emergency preparedness and response plans. However future dependence on external technical support to develop such plans will not be affordable.

School clubs such as the Media Clubs, Environmental Clubs and the Human Rights/Child Rights Clubs which was initially seen as the strategy for the promotion of the child participation. Work for strengthening HR/CR Clubs continued in the schools where it was initiated.

Work initiated under this PCR on participation mechanism will be moved to PCR 6 and the focus will be given to fewer legislations and plans following the recommendation from the MTR.

#### 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:**

The main challenge under IR 1.1 was in completing work on key legislations, regulations and policies that were initiated, due to bottlenecks related to slow decision making, lack of long-term vision and lack of direction in this area. Limited technical capacity was an additional bottleneck in the achievement of the set results. Inputs were sought through consultations with children, adolescents and young people, for the Child Rights, Child Care and Protection Bill (CRCCP). The drafting on the CRCCP Bill could not be completed in 2013 due to the above mentioned bottlenecks. The Juvenile Justice Bill was not tabled at the Parliament. Work on the proposed "Bill on Youth" was initiated in consultation with the Ministry of Human Resources, Youth and Sports.

The scope and results together with the indicators for this IR will be revised after the endorsement of the Mid Term Review suggestions. Activities undertaken during this period focused on related activities that will contribute towards these indicators.

#### IR 2740/A0/05/001/002** Children and care givers including civil society groups participate in formulation and implementation of legislation, guidelines and policies to protect child rights by 2015 (FA5, KRA 2, OT6).

**Progress:**

Strengthening of school clubs was recognized as a strategy for the promotion of child participation. A small though important result achieved in this IR was that of child participation in partnership with the Human Rights Commission of the Maldives. For demonstration of results, UNICEF's support continued in the Island of Maafushi and Male'. Lack of civil society partners and limited capacities are emerging bottlenecks.
It was recommended in the MTR to move this IR to PCR 6.

**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 2013 focused on promoting Disaster Risk Reduction (DRR) amongst schools through advocacy initiatives, development of sector specific emergency preparedness and response plans for the Education and Child Protection Sectors. UNICEF support resulted in the mobilization of National Disaster Management Centre and other key actors to come together on the important subject of emergencies. A key result was improved national capacity through external assistance to develop the emergency preparedness and response plans.

A possible bottleneck in the future can be continued dependence on external assistance that may not be easy to afford. Therefore national capacities need to be fully enhanced to develop and implement emergency preparedness and response plans fully in the future.

Significant support was provided by the UNICEF Regional Office for South Asia (ROSA) for the development of the sector plans, especially for the Child Protection in Emergencies (CPiE) plan, which enabled to strengthen the content and identify training components that were required to successfully implement the EPRP. In addition ROSA supported to establish networks with UNICEF CPiE emergency focal points from other regions to garner future support in training of relevant stakeholders as well as implementation of the plan.

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

**Progress:**
Results-based management remains the key focus of PCR 2. With the newly-formed Atoll and Island councils having the mandate of developing their own plans and monitoring frameworks, UNICEF supported capacity development of the Government staff on basic M&E. The training was attended by 131 atoll/island council members from 7 atolls. Databases such as MaldivInfo and Maldives Child Protection database are functional whereas Education and Health Information System need attention. To further strengthen the results based approach, studies such as situation analysis of children and decentralization were completed. Work was initiated on a survey on deprivation among adolescents and an assessment on commercial sexual exploitation of children. These will set a good basis for the evaluation of the current Country Programme and formulation of the next one.

A proper mechanism of transferring data into policy decisions remains a bottleneck. For the training of atoll/island councils, the high cost of travel and insufficient resource persons to deliver modules are identified as bottlenecks. Government budgetary constraints and competing priorities with many uncertainty within the Government are also known to be some of the factors hindering implementation.

**IR 2740/A0/05/002/001 By 2015, Government monitoring and evaluation mechanisms established to track progress towards achievement of MDGs (FA5, KRA 1, and OT1)**

**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 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 for which 31 sector results frameworks was developed and adopted by the sectors. Capacities of the Government staff were also developed in terms of formulating inputs, activities, outputs, outcomes and impact. Trainings were especially targeted to Atoll Councils and Island Councils. In 2013, a total of 131 (88 males, 43 females) Government officials from 07 atolls were trained on the subject area. High cost of travel to the atolls and islands and insufficient resource persons to deliver modules are identified as bottlenecks.

Working for results was further strengthened with planning of a Master in Social Policy course with the Maldives
National University. The course was designed to prepare mid-level professionals for policy leadership in Government, civil society organizations, research institutions and other similar settings with focus on the rights of the child. Significant progress was made to develop the course: The first batch of 22 students was enrolled and the course was started in June 2013. UNICEF supported the cost of a lecturer from India and procured reference materials on Social Policy. Quality of the local lecturers and its delivery and not having enough resource materials are major challenges of the course.

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<thead>
<tr>
<th>IR 2740/A0/05/002/002</th>
<th>Management information systems fully functional within the national M&amp;E framework by 2014 (FA5, KRA 1, OT3)</th>
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<tbody>
<tr>
<td><strong>Progress:</strong></td>
<td>A partnership was established with National Centre for Information Technology (NCIT) and further strengthened with the first modules of both Health Information System and Education Information System developed. A pilot run of the databases was carried out and changes are planned for completion expected in 2014. The MaldivInfo and Maldives Child Protection database are also hosted with NCIT.</td>
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<th>IR 2740/A0/05/002/003</th>
<th>Policy planning and advocacy are informed by high quality research and analysis generated from established management information systems for child rights by 2015 (FA5, KRA 2, OT5)</th>
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<td><strong>Progress:</strong></td>
<td>Two studies namely “Situation of Children in the Republic of the Maldives” and “Study on Decentralisation Process in the Maldives” were completed and provide a thorough analysis of situation of children and women in the Maldives. Both reports were printed and launched in December 2013. An assessment of deprivation among adolescents 10 - 19 years and research on commercial exploitation of children in Maldives is to be completed by early 2014. These reports will be a source of information for the country programme evaluation and for the development of the new country programme 2016 – 2020.</td>
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<th>PC 2 - Strategic partnerships for capacity development</th>
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<td><strong>On-track</strong></td>
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<tr>
<td><strong>PCR 2740/A0/05/003</strong> By 2015, families enjoy quality health care, and practice improved nutrition, hygienic behaviours and are aware of the effects of drug abuse and HIV</td>
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<tr>
<td><strong>Progress:</strong></td>
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<table>
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<tr>
<th>IR 2740/A0/05/003/001</th>
<th>Women and caregivers of children U5 are knowledgeable and practice improved nutrition behaviour by 2015 (FA1, KRA 1, OT1)</th>
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<tr>
<td><strong>On-track</strong></td>
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Progress:
As per the BCC strategy developed in 2011, a maternal and child nutrition guide and manual were developed to promote nutrition amongst pregnant women, mothers and caregivers of children under 5 years. Key messages and communication actions relating to exclusive breastfeeding, importance of micro nutrients, immunization were incorporated into the guide through consultations and focus group discussions with health care professionals, mothers and caregivers. The guide was translated to the local language and pre-tested on two islands in Kaafu Atoll to test the effectiveness of the BCC messages.

There were bottlenecks that delayed the pre-testing however; due to the prolonged presidential elections, travel restrictions were on and off and as a result, the international consultant was not able to travel to the Maldives to support the pre-testing process. Subsequently, out of the two atolls planned, pre-testing could only take place in Kaafu Atoll. Due to these delays, further pre-testing in Raa Atoll and revisions post pre-test as required will be completed in the first quarter of 2014.

Through a partnership with a local NGO, IEC materials were developed to promote healthy eating habits amongst young children. Information and orientation sessions to raise awareness on the importance of proper nutrition were conducted in schools for parents, teachers and children.

In addition, a resource guide to assist school teachers in promoting nutrition was developed. As a result, all 222 primary schools received leaflets, brochures and posters pertaining to information on nutrition. Audio and video spots were developed and aired on public and private channels and simultaneously social media mobilized.

The partnership with the NGO helped with the continuous promotion of nutrition amongst mothers and children, including very effective advocacy through media.

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, OT7)

Progress:
The growth monitoring system and childhood health care services was supported; as a result, the growth monitoring card was reviewed, updated and disseminated. Apart from the routine growth monitoring, the new card provides the parents of under-five children useful information to track development milestones as well. Guidelines on New Born Care were developed and are in the process of being endorsed. A major bottleneck was getting the guidelines peer reviewed by the paediatricians. With the help of an international consultant, a training package on Integrated Management of Childhood Illnesses was 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 neonatal mortality rates, support was provided to the national expanded programme of immunization with preparations for the introduction of Pentavalent Vaccine in the Maldives. Trainings on Pentavalent were conducted in more than 90 per cent of the atolls. Plans to cover 100 per cent of the islands were postponed due to the political situation. A follow-up visit to an island reporting vaccine refusal was undertaken. Vaccine procurement process encountered two crisis situations where the country faced a near stock-out problem on MMR and Pentavalent Vaccine. UNICEF, WHO and UNOPS collaborated to support the Government in identifying the problem and possible responses to the critical issue.

The funding and staffing constraints in the Health Ministry were the main bottlenecks that affected efficient implementation.

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, OT12)

Progress:
This IR addresses both WASH in schools and households, whilst UNICEF’s work over the three years (2010-2013) has mainly focussed on WASH in schools. Progress against this result has been constrained. Activities in 2013 focused only on sanitation and hygiene in schools, through an ongoing partnership with an NGO in 22 islands. A WASH in school assessment was carried out in schools across the country, the findings of which will provide directions for future WASH in school work. A number of resource materials were produced including a WASH guide for schools and two children's story books on hygiene.

During the Mid-Term Review of the Country Programme the IR statement, the indicators, baselines and targets
were revised as they were found to be unrealistic.

Recognizing the bottlenecks of shortage of funds and limited capacity to reach-out to the household level, the programme will focus more on WASH in schools in subsequent years, as agreed during the MTR.

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

**Progress:**
UNICEF support on HIV/AIDS resulted in increased knowledge of skills on prevention of HIV/AIDS and drugs among young people. A Programme Cooperation Agreement was signed with an NGO to implement a programme on drug-abuse and HIV prevention for most at risk adolescents on three islands in 2013. This resulted in increased of knowledge among participants, as assessed through pre-post questionnaires. Similarly, UNICEF supported the National Drug Agency to conduct two rounds of Life Skills Education (LSE) trainings to a total of 49 adolescents.

UNICEF’s support resulted in capacity building of local NGOs working in drug and HIV prevention through two different trainings: “adolescent development and participation”, and “planning for engagement with adolescent and youth on prevention of HIV and drug abuse”.

The MTR identified the indicators to be unrealistic, as reaching out to all adolescents is beyond the scope of the UNICEF country programme. Hence, it was recognized that UNICEF’s support to prevention of HIV/AIDS and drugs among young people will provided to selected islands. The indicators will be revised accordingly following the review.

The bottlenecks under this IR include limited human capacity in the Government and within the NGO sectors.

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

**Progress:**
UNICEF’s support in 2013 resulted in institutional strengthening and capacity building of the education system. Assistance to Child Friendly School Baraabarur Indicators (CFBS) supported selected schools to implement the standards. The baseline longitudinal study to assess the impact of curriculum reform was completed; the initial findings were shared with key stakeholders. The findings and the recommendations will be instrumental in strengthening the curriculum reform process.

Capacity building of teachers on special needs resulted in strengthening the inclusive education environment within schools. A qualitative study of Special Education Needs at the Faculty of Education course was completed. A gap analysis on education and disability was conducted, resulting in identification of areas of future support. Capacity development of teachers on Life Skills Education (LSE) was supported. Monitoring of LSE facilitators and its delivery needs to be strengthened. Future support can explore how UNICEF can assist in institutionalizing life skills education at the central level, and mainstreaming it at the classroom level.

The bottlenecks in the areas of environment education and life skills education remains human resources, limited institutional capacity to implement efficiently, and lack of expertise in these specialized areas.

**IR 2740/A0/05/004/001 National & subnational capacity enhanced to monitor all schools for compliance with established CFS standards by 2015 (FA2,KRA 3, OT7).**

**Progress:** Support by UNICEF contributed to building national and subnational capacity on Child Friendly Baraabarur Standards (CFBS). As a result, 15 per cent of schools have the knowledge to undertake school self-assessment on CFBS. In 2013, based on feedback, Ministry of Education decided to closely support the self-assessment in 5. Four schools have completed this by end of 2013.

The baseline study to assess the impact of curriculum reform was completed; the initial findings were shared with key stakeholders. The findings reveal concerning issues related to learning outcomes, and consequently
quality of education. Results capture gender desegregated data, and the gender difference is not significant, which is in line with the key education indicators in Maldives (e.g. ratio of girls and boys enrolment are the same).

The bottleneck for this result area includes staff constraints, heavy workload of teachers and unstable political situation affecting the scheduled events.

IR 2740/A0/05/004/002 Institutional capacity for teacher development strengthened in early years education and special education needs by 2015 (FA2,KRA 1, OT1).

**Progress:** UNICEF's assistance in 2013 resulted in strengthening of early childhood education. Technical support to develop the curriculum guidelines for early childhood education is near completion.

A group of SEN teachers completed a short-term training in Special Education Needs in Sri Lanka in May 2013. The training and exposure resulted in increased knowledge and skills on early identification and early intervention. A qualitative study of Special Education Needs course was undertaken, and the report available in draft stage. The report will help formulate key areas of intervention to strengthen the course even further.

A gap analysis focusing on educational needs of children with disabilities was conducted in Maldives, along with two other countries in South Asia. The assessment was insightful in describing the situation on the ground. It identified context-specific strategies to fill the gaps in order to achieve the result of equitable and inclusive education for all children. The participation in sub-regional SEN seminar resulted in synthesizing the findings of the assessment and development of action plan on inclusive education.

The bottlenecks for this IR continue to be human resource and technical expertise.

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

**Progress:**

As a result of UNICEF’s contribution on capacity development, students of five additional schools received life skills education (LSE). A higher proportion of the LSE facilitators tend to be female, which is a reflection of gender ratio of primary teachers. While some facilitators do deliver the LSE programme, it was observed that schools need closer support and monitoring to deliver LSE continuously. The bottlenecks for life skills education in schools include time constraints for teachers, monitoring and evaluation and difficulty in mainstreaming LSE into the regular school time table.

The result on environment education is constrained; it did not progress as planned in 2013. Environment education programmes that were initiated in 2012 could not be continued due to lack of qualified NGOs. The main bottleneck remains limited expertise and partners in the area of environment education.

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

**Progress:**

The main strategy to achieve the planned results has been through capacity building of service providers, and through strengthening of the child protection system including the juvenile justice system. These were recognised as the bottleneck for achieving the planned results. The activities under this PCR contributed towards demonstration of community based prevention programs and interventions or services to women, and children, both girls and boys, victims of violence and children in conflict with the law. In this regard a number of activities that contributed towards achieving the planned results were initiated, however, the political environment of the country and the constant changes at the ministerial level hindered the implementation of activities.

Capacity building of partners contributing to achieving the results of IR 5.2 progressed. Future work will focus on addressing the main bottlenecks namely the limited community based groups working in this area, and the lack of juvenile justice legislations. Advocacy attempts to expedite the passage of the Juvenile Justice Bill will be important to achieve the results by the end of the country programme.
**IR 2740/A0/05/005/001** National and Sub-National capacity enhanced for reduction and prevention of child abuse and gender based violence, through institutional and community-based programmes by 2015 (FA 4, KRA2, OT5)

**Progress:**
Frequent changes in the leadership at the main ministry, unclear roles and responsibilities of key stakeholders, lack of commitment and limited coordination among the key stakeholders have been the main bottlenecks slowing down the achievement of planned results. No substantial results were achieved during 2013. However, a number of activities were initiated, contributing to the planned result, but were carried over to 2014.

The Mid Term Review provided an opportunity to take stock of the progress made towards achievement of the planned result. The scope of the IR will be narrowed down once the MTR recommendations are approved.

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

**Progress:**
Several activities contributing to the planned results under this IR were initiated. The commitment of the main counterparts had contributed positively towards progress made. The main focus in the first half of the Country Programme has been on strengthening the capacity of stakeholders to ensure that the appropriate services are provided for juvenile offenders.

The two main bottlenecks that need attention in future, for successful achievement of the results, are the passage of the Juvenile Justice Bill and development of capacity among civil society groups for community based rehabilitation of juvenile offenders and juvenile crime prevention.

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

**Progress:**
Support to PCR 6 resulted in improved capacity of both Maldives Media Council as the self-regulatory body for monitoring all media and individual media outlets in ethical reporting on children's issues, CRC articles on media reporting and conforming to the international standards when reporting on children. Thirty five participants from broadcast and print media completed trainings in three regions; Male’, Gaaf Dhaal and Haa Dhaal Atolls. Furthermore, a mechanism is being put in place to determine and assess reporting by media comply with core ethical standards when reporting on children.

Bottlenecks experienced were several, in terms of completing activities related to Human Rights Commission of the Maldives (HRCM) capacity development. Activities related to civil society organisation capacity building were postponed to 2014.

**IR 2740/A0/05/006/001** Media has the capacity to report on child rights issues according to international standards by 2012 (FA 5, KRA 3, OT7)

**Progress:**
Work with Maldives Media Council was completed to fruition in 2013. Against a target set at the beginning of the year to train 25 media personnel on ethical reporting and CRC, 35 participants were trained in three regions on several aspects of reporting including international standards and guidelines on reporting on children and ethics in online reporting.

In addition, a media survey was done to review implementation of the guidelines for reporting on children and code of ethics developed in 2012. The survey and report showed where the gaps are in terms of reporting on social issues including that of children at risk, as well as capacity of staff and high turnover of staff in both broadcast and print media.
To assess the quality and coverage of reporting in print and broadcast media, a monitoring mechanism is being developed, which is planned to be completed within the first quarter of 2014. This monitoring tool will enable Maldives Media Council, as the self-regulatory body to effectively monitor reporting standards and identify interventions to increase and enhance capacity of the local media.

The bottlenecks encountered included getting the attention of media personnel to participate in the several trainings conducted. It was observed that editors were reluctant to release their staff for more than a day for training purposes. In addition, media priority and time were engaged in coverage of the Presidential elections which had delayed or postponed training dates several times.

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<tr>
<td><strong>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)</strong></td>
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**Progress:**
IR 6.2 continued to have bottlenecks in implementation throughout the year. Strengthening capacity of civil society groups did not progress as planned. The main reasons included lack of civil society organisations working in child rights area and the unavailability of the required technical support to the primary partner, the HRCM. Due to these constraints, engaging with civil society groups to monitor CRC compliance and child rights issues remained a key challenge.

A small scale funding support was provided through one NGO to the Gender Advocacy and Working Group to carry out the advocacy work related to the “16 days of activism”.

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<tr>
<th>PC 3 - Cross-sectoral costs</th>
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<tbody>
<tr>
<td><strong>PCR 2740/A0/05/008 Effective and efficient programme management and operations support to programme delivery.</strong></td>
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<tr>
<td><strong>IR 2740/A0/05/008/002 CS programme staff costs</strong></td>
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<tr>
<td><strong>IR 2740/A0/05/008/003 Management and stewardship of financial resources</strong></td>
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<tr>
<td><strong>PCR 2740/A0/05/800 Effective and efficient programme management and operations support</strong></td>
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<tr>
<td><strong>IR 2740/A0/05/800/001 Effective and efficient Governance and Systems</strong></td>
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**Progress:**

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<tr>
<td><strong>IR 2740/A0/05/800/002 Effective and efficient Management and Stewardship of Financial Resources</strong></td>
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**Progress:**
All vendor / supplier payments were processed on time.
All staff entitlements processed on time.
Petty Cash payment disbursed, accounted and replenished on time.
All Travel related payments processed on time.
Fund Forecast submitted and fund replenished on time to ensure programme delivery.

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<tr>
<td><strong>IR 2740/A0/05/800/003 Effective and efficient management of Human Resources</strong></td>
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**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

The practice of fortnightly informal meetings (Sharing Time) continued regularly in 2013. This served as an opportunity for quick updates on progress and plans along with an update on important personal matters, if any. Regular all staff meetings were merged with meetings of the Staff Association in order to save time of the small team in the Office. Regular Joint Consultative Committee meetings were held every quarter. Statutory bodies such as the Job Classification Panel, Contract Review Board, Human Resources Development Team and the Property Survey Board were reconstituted.

Programme and Operations progress and challenges continued to be covered in monthly Programme Operations Group (POG) meetings. As in previous years, the Country Management Team (CMT) also met once every month to review and agree on any pending issues from the POG meeting along with standard agenda items such as security, staff association update, gender, key activities etc. Additional items placed on the agenda of the CMT included Audit Action Plan follow up, UN building condition and the Mid Term Review. The CMT successfully resolved all pending issues in programmes and operations.

An excellent partnership was created with UNICEF Sri Lanka and a Service Level Agreement (SLA) was signed whereby financial transactions were passed on to the Sri Lanka Office for a trial period of three months. A monitoring system called ‘Push and Track’ created by UNICEF Sri Lanka was introduced in UNICEF Maldives. This Agreement covers the provision of transaction processing services in VISION in the areas of a) invoice Processing b) Payment Processing (invoices, DCT, Reimbursement, Direct Payment) c) Bank Reconciliation d) DCT Advances e) Sales Orders f) Purchase Requisitions g) Proof of Delivery (goods and services receipt) h) Handover to IP.

An internal audit was carried out during the year. The Office team was fully engaged in identifying steps in the audit action plan. Three medium risk areas were identified and the required action initiated. Progress on the implementation of the action plan was a regular item in the agenda of monthly CMT meetings.

Strategic Risk Management

The UN in the Maldives works under a Delivering As One approach. A common UN Operations Management Team representing all UN agencies (including UNICEF) who are resident in the UN building met regularly to discuss common operations issues. The condition of the UN building was a top priority since several structural flaws were identified. A detailed technical assessment was carried out to establish the nature and extent of damage. UNICEF co-shared costs of this assessment.

Internal financial controls are maintained by assigning specific responsibility to operations staff and wherever necessary programme staff are also included to provide support. Segregation of duties was maintained.

DCT liquidation status was discussed at every POG meeting. Bank reconciliation was carried out on a monthly basis and corrective / follow up action taken. These measures resulted in no un-reconciled item 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 are issued as account payee cheque only.
Programme monitoring efforts were enhanced through regular use of Performance Management Reports. These reports were discussed at every POG meeting and issues reported to the CMT when required.

Agendas and minutes of all meetings were finalised through a participatory approach.

A staff training was held on Gender Equality and Human Rights Based Approach to programming. An international resource person was engaged to conduct this training. Selected counterparts were also invited. The training need was based on an observation in the Peer Review report during the MTR, which noted that the Office needed to enhance its capacity in these two areas. A group training in English language was also organized for selected staff. Training funds assigned to the UNICEF Country Office for 2013 were fully utilized.

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

**Evaluation**

No evaluation was planned in the Integrated Monitoring and Evaluation Plan 2013 due to the early stage of upstream policy related activities.

UNICEF participated in a HQ-led evaluation on UNICEF’s Emergency preparedness. Two staff members were assigned to be part of the team in which programmatic information on emergency preparedness was provided. A field trip was also undertaken hands-on capacity development was undertaken by the experienced staff from HQs.

Evaluation was an important component of the basic training package developed to train island and atoll staff on monitoring and evaluation. A total of seven atolls were covered in the training.

**Effective Use of Information and Communication Technology**

The Information and Communication Technology (ICT) services for the Office are based on a digital nervous system which ensured secure access to UNICEF system resources within and outside of the office. Staff members were given hands-on training for accessing UNICEF services remotely using a variety of means.

A new mobile phone policy was introduced for staff which allows them to access official emails in their phone devices.

New Microsoft technologies WSUS globally rolled out in UNICEF improved efficiency with ICT staff spending less time updating and patching Microsoft services and other software. These services were closely monitored for timely implementation and staff received instructions and advice for protecting UNICEF networks.

UNICEF Maldives was selected for introduction of the Dynamic Host Configuration Protocol (DHCP) server implementation which was implemented on time. This allowed UNICEF client computers that connect to the UNICEF local area network, to automatically receive an Internet Protocol configuration and instantly connect to core corporate resources.
For disaster recovery and data backup UNICEF moved from tape back up to disk-based backup.

With the introduction of VISION, internet bandwidth was in high demand and the Office upgraded its internet service provider connection to improve services. The Quality of Services was configured on the mission control firewall for giving priority to Enterprise Resource Planning and other important applications.

Video conference, teleconference and Skype were used wherever possible for reducing travel and telephone costs. These methods of communication were used regularly for meetings and conducting interviews of candidates for consultancies.

To ensure the Office was up-to-date with the organisation’s policies and procedures, the ICT assistant attended the regional ICT meeting held in New Delhi, India. In addition, regular communication took place between the Office and ROSA on general ICT matters as well as for the establishment of programme-related ICT activities.

**Fund-raising and Donor Relations**

New funding for a UN Joint Programme on Climate Change from the Danish Government was provided to all participating agencies, including UNICEF during the year.

The Representative visited a resort to discuss possibility of support to printing of supplementary material for children in all schools. While the feedback from the resort management was very positive further action is awaited to take this discussion into next stages.

The Representative met with donor missions and presented the Country Programme and future funding needs.

All efforts were made to fully utilize expiring grants.

Fund raising remains a challenge given the reputation of the country being in a 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.

**Management of Financial and Other Assets**

The Office maintained the necessary internal financial controls during the year. Some of the financial functions were given to the business centre established in UNICEF Sri Lanka after signing a SLA between UNICEF Maldives and Sri Lanka Offices. The first three months of the SLA were a trial period, with only Programme and Operation-related payments and monthly bank reconciliation. A team from Sri Lanka visited Male and trained UNICEF Maldives’ staff in steps required for execution of the SLA.

During the trial period the existing work process, including documentation, was aligned between both Offices. In addition, a lot of self-learning was required since the Office did not have VISION-trained (supply and HR) staff. This resulted in delays in programme implementation. The extension of the SLA included additional transactions related to contracts (purchase requisitions) and payments. The additional work brought initial challenges but towards the end of 2013, the Push and Track system had been well-
established and staff members from both Offices managed transactions efficiently. The closure of accounts at year-end was processed smoothly including some from UNICEF Sri Lanka.

The Office maintained a good record of doing bank reconciliation on a monthly basis and taking corrective action/follow-up action in a timely manner on the outstanding items.

Programme coordination efforts were enhanced through wider use of Performance Management Reports. Programme Operations Group (POG) meetings were staggered to precede the CMT meeting and agenda setting was re-oriented to provide more strategic input to management decision making processes.

An Operations Management Team representing all UN agencies resident in the UN building met regularly to discuss common operations issues. HACT-Compliant spot checks of implementing partners were carried out jointly with UNDP and UNFPA. HACT orientation and training of Government counterparts was conducted. Spot verification of accounts of counterparts could not be carried out as part of assurance activity due to heavy engagement in the implementation of VISION.

Some parts of the UN building were discovered to be in a poor condition. Erosion in the concrete bars has caused large cracks in several parts of the building. A thorough assessment was undertaken jointly with UN agencies occupying the building. An additional budget of about US$30,000 was provided to UNICEF Maldives on exceptional basis for contribution towards the assessment.

Supply Management

The Country Programme does not have a component of programme supplies. On an exceptional basis and in view of acute shortage of Government resources, UNICEF ordered Pentavalent vaccine for the Ministry of Health/Gender to replenish the buffer stock.

The major contribution in 2013 was towards support to reimbursable procurement of vaccines.

The Office issued contracts during the year to support all areas of its work in the country.

Efforts were made to have a Long Term Arrangement for the supply of office stationery but this did not materialise due to limitations of service providers.

UNICEF undertook printing of a number of publications including a report on the Situation of Children in the Republic of Maldives, a Study on the Decentralization Process in the Maldives, and leaflets and posters.

Human Resources

In 2013 the international Operations Officer post was abolished and the earlier-created national Operations Officer post was given responsibility for overall operations functions. A new national Operations Officer was recruited in August 2013 and provided on-the-job training in Male and Sri Lanka. The biggest challenge the Office faced during this period was managing transactions in VISION resulting in delays in financial processes. In
addition, the posts of those staff who had been trained in supply and human resource in VISION were abolished; hence a lot of self-learning was undertaken by the existing staff.

The year saw a marked reduction in the number of single-source selection of consultants. The limited pool of qualified local candidates continued to be a major human resource challenge.

The Office coordinated two training programmes during the year. The first was on business writing skills for support staff with the help of Maldives National University. This was a tailor-made programme addressing training needs established by the facilitators in consultation with UNICEF staff. The second was a training in Gender Equality and Human Rights-Based Approach to Programming by a renowned international consultant. In addition, a number of staff members were enrolled in global e-learning. However due to the small size of the Office all training opportunities could not be fully utilized.

During the MTR, some adjustments were identified in the organizational structure of the Office and will be put in place in mid-2014.

The Office raised 20 contracts (individual and institutional) for programmes and two for operations. Three LTAs were raised for content editing, photography and translation.

**Efficiency Gains and Cost Savings**

The SLA with UNICEF Sri Lanka was a major step forward in enhancing efficiency. Once implemented, the Office re-visited its work processes to identify any duplication of work between the Maldives and Sri Lanka teams.

A plan to optimize the use of electricity consumption was implemented in the year 2013, and more energy saving lights will be installed in 2014. Remaining air conditioners were replaced with energy saving models in early 2013, which has reduced expenses on electricity and maintenance costs.

To increase work efficiency staff were provided 3G internet modem and Cisco Anyconnect Virtual Private Network client. Staff members were given the flexibility of working from home or anywhere where they had internet access.

**Changes in AMP & CPMP**

The MTR will be the basis for adjustments in the Office structure and in programming priorities. These will be reflected in the AMP 2014 as required.

The Central Review Body created in the Office has not met for the last three years and a decision is required on the value of keeping this body in the AMP. As an option the Office may consider passing-on related functions formally to the Regional Office.

Subject to a final decision on moving office premises, changes may be required in joint UN activities including common services.

The AMP 2014 may consider incorporation of the Risk Control and Self-Assessment and regular HACT spot checks to mainstream action initiated in 2013 on the audit recommendations.
The AMP 2014 will be prepared after the joining of a new Representative on March.

**Summary Notes and Acronyms**

AMP - Annual Management Plan  
BBA - Bottleneck and Barriers Analysis  
BCC - Behaviour Change Communication  
BCP - Business Continuity Plan  
C4D - Communication for Development  
CMT - Country Management Team  
CPIe - Child Protection in Emergencies  
CPMP - Country Programme Management Plan  
CRC - Convention on the Rights of the Child  
DCT - Direct Cash Transfer  
DRR - Disaster Risk Reduction  
ERP - Enterprise Resource Planning  
HACT - Harmonized Approach to Cash Transfers  
HIV - Human Immunodeficiency Virus  
HQ - Headquarters  
HRCM - Human Rights Commission of the Maldives  
ICT - Information and Communication Technology  
IMEP - Integrated Monitoring and Evaluation Plan  
IR - Intermediate Result  
M&E - Monitoring and Evaluation  
MDG - Millennium Development Goal  
MoRES - Monitoring of Results for Equity System  
MTR - Mid-Term Review  
NGO - Non-Governmental Organisation  
PCR - Programme Component Result  
POG - Programme Operations Group  
ROSA - Regional Office for South Asia (UNICEF)  
SAIVEC - South Asia Initiative to End Violence Against Children  
SEN - Special Education Needs  
SLA - Service Level Agreement  
UN - United Nations  
UNCT - United Nations Country Team  
UNDAF - United Nations Development Assistance Framework  
UNFPA - United Nations Fund for Population Activities  
UNICEF - United Nations Children’s Fund  
UNOPS - United Nations Office for Project Services  
VISION - Virtual Integrated System of Information  
WASH - Water and Sanitation and Hygiene  
WHO - World Health Organization
Document Centre

Evaluation

Other Publications

<table>
<thead>
<tr>
<th>Title</th>
<th>Document Type/Category</th>
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<tbody>
<tr>
<td>Study on the Decentralisation Process in the Maldives: with reference to the impact on services to children</td>
<td>Policy, advocacy and research</td>
</tr>
<tr>
<td>Situation of Children in the Republic of Maldives-Secondary analysis of existing information from an equity perspective</td>
<td>Lesson Learned</td>
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Lessons Learned

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