**Format for Mid the Term Evaluation of the Achievement of Sector Outcomes of the Strategic Action Plan (2009 – 2013) of the Government of Maldives**

*National Security* **Sector**

1. **Sector Overall Progress (500 words)**

***{A description of the extent to which the Sector Outcomes as specified in the policy goals were realized in the period under review}***

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| **Since the MNDF Strategic Action Plan was validated in 2009, many steps have been taken towards achieving the goals laid out therein. Major organizational change which is as laid out in the Strategic Defence Directive has been on-going at a remarkable pace. A unified action philosophy of MNDF and, the organization restructured accordingly. The new strategic direction for MNDF is centered on a concept of Decentralization , whereby, the service of MNDF is decentralized to 04 Area Commands. The Southern, Northern, Central and Male’ Area command. This would enable MNDF to provide speedy service from close proximity to the public.**  **Certain areas have been identified as too ambitious given the subsequent changes in the economy; hence plans have been modified to make the goals more realistic considering the new realities on ground. Hence a revision to the MNDF Action Plan was made this year and the revised plan was endorsed by senior leadership on 17th May 2011.** |

* 1. **Progress on Key Sector Outcomes**

***{For each sector outcome briefly describe the achievement made and the extent to which implementation was carried out as envisaged by the Strategies / Intervention List of the SAP. If there were any deviations what were they and the causes}***

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| Outcome | | Progress | Issues |
|  | A national security framework underpinned by a common philosophy and nationally integrated approach towards security issues, established | NSA office established; Developing a National Security Framework for the Maldives. |  |
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| 1. | MNDF developed to respond to any national emergencies, protect and defend territorial waters, the land territory of Maldives | 4 area commands established, operational and being developed;  4 CG squadrons each at an area command Operating with minimal resource; MNDF Marine Corps established and 6 MDU’s deployed at Northern, Southern, Central and Male’ Areas; Marine Corps training school established; CG training school established; Special Forces established and operational; one land-based radar station established; Maritime and Military Intelligence Unit to be established in 2011; Partnership formed with MPS in order to establish emergency communication system in conjunction with and using the bandwidth and infrastructure of the police system; Firefighting established at 3 areas | Financial constraints hinder achievement of full potential |
|  | Defence deployment and combat readiness of MNDF strengthened through upgraded logistical system | SIFCO shops established in all area commands; support component established at Central and Southern area commands | Maturity of SIFCO, legal issues of SIFCO hinders work towards this outcome |
|  | Enhanced cooperation and collaboration with friendly nations and International community in working towards regional peace and stability | Joint training exercises, Joint patrols of the EEZ conducted, and international conferences hosted; officers being trained to participate in UN peace keeping operations | Pending policy decision on particitipating in peace keeping operations |
|  | MNDF functioning as a modern fully fledged military establishment maintaining highest standards with increased female troops | Military Police established; Retirement system established; Enlisted appointments established; Defence Institute for Training and education redeveloped; Officer training wing established; NCO academy established | Budget constraints prevent the implementation of new salary structure |

* 1. **Institutional Achievements in relation to the Sector Outcomes**

**{Briefly d*escribe the role of key institutions in relation to the key sector outcomes and their achievements*}**

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| Name of Institution(s) | | Major Responsibilities towards outcomes | Achievement |
| 1. | Coast Guard | Recruit, train, equip and deploy squadrons to area commands | 4 squadrons operational |
| 2. | Marine Corps | Recruit, train, equip and deploy MDU’s | 6 MDU’s operational |
| 3. | Area Commands | To carry out the functions of MNDF at the respective area of responsibility | Area commands are operating in close partnership with the community and other government agencies. |
| 4. | Air Wing | Readiness to air-lift in emergency/disaster situations | One helicopter acquired and operational |
| 5. | Special Forces | Readiness to engage in counter terrorism operations | SF trained, able and ready at all times |
| 6. | Military Police | Responsible for enforcing the laws and regulations of the organizations and provide security to MNDF activities.  Recruit, train, equip and deploy to area commands | MPs takeover sentry duties at BK and KK installations |
| 7. | Fire & Rescue Service | To provide a far reaching Fire and Rescue Service to all corners of the nation | 01 MNDF firefighting team in Hdh. Kulhudhufushi and 01 Civil fighting team in S. Hithadhoo |

1. **Overall Assessment of Sector Performance related to key aspects**

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| Operational Progress (300 words)  **{*Explain the Extent to which implementation was carried out as envisaged by the Strategies / Intervention List of the SAP. If there were any deviations why was this and what where they.*}** |
| **Overall operational progress has been very good except for certain setbacks due to budget constraints. Hence MNDF decided to cutback on some of the activities outlined in the SAP of MNDF and a revised version was endorsed on 7th May 2011. Most cutbacks were made from the initial plan of acquiring resources for Coast Guard, Marine corps and special Forces. Additionally cutbacks were also made in the infrastructure development in Area Commands.** |
| Financial Performance (200 words)  **{*To what extent was the budget allocation utilized and if budgetary shortfalls were encountered what were the likely causes what impact did it have in regard to pursuing the Strategies / Intervention List of the SAP*}** |
| **A certain amount of mismatch was apparent between the expected achievements and the available budget, which may have been due to changing economic circumstances. Bureaucracy, at times, makes some projects difficult to achieve. The change in the US $ exchange rate on 12th of April 2011 forced MNDF to delay projects and the procurement of equipments, since there was a 20% rise in the costs.** |
| Institutional Linkages (100 words)  **{If *any institutional linkages were expected to be developed during the implementation, to what extent were they achieved. If not what were the main causes and what was the affect on the implementation.*}** |
| **MNDF has been working closely with other security and law enforcement agencies such as MPS, Customs, Immigration and Ports Authority. MOU’s have been signed with certain agencies regarding cooperation and information sharing.** |
| Sustainability (100 words)  **{*To what degree could the operational aspects; including institutional linkages if any can be carried forward and describe any essential criteria required to facilitate this*}** |
| **Sustainability depends heavily on how well expectations match available resources. The organization is focusing hard on making the future expectations as realistic as possible considering current and future economic conditions. In terms of linkages, it is expected that the relationships with other agencies will continue to be strengthened in future, and some of those partnerships and protocols will be formalized by related laws.** |

**3.0 Key Issues encountered**

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| *Institutional (200 words)*  ***{Discuss the Strategic position of the Lead Agency and how it affected the Implementation of Strategies/ Operational Performance}****:* |
| As per SAP, MNDF is the lead agency regarding policy 1. However, it is becoming increasingly clear that policy 1 should be led by the NSA office with the military aspects of it handled by MNDF. As a result of the current arrangement, it becomes difficult to measure and evaluate the performance concerning this policy; furthermore, the potential exists for either a certain degree of conflict and/or under achievement. |
| *Implementation (200 words)*  **{*Matters relating to implementation finances, human resources, monitoring and oversight*}** |
| The main issue regarding implementation is the difficulty and inflexibility regarding release of the funds for projects, and the delay thus caused. This is the biggest single hindering factor besides financial short comes. It is hoped that a more stream-lined procedure will come into place in the near future. |
| *Environmental : (100 words)*  **{*Environmental 9including Operational aspects) aspects which were encountered and need to be addressed*}** |
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| *Political (100 words)*  **{*Political considerations encountered and to be addressed*}** |
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| *Socio/ Cultural (100 words)*  **{*Socio Cultural considerations encountered in respect of operation and implementation*}** |
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| *Gender (100 words)*  **{*Gender related issues encountered during operation and implementation*}** |
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| Statistical and Data Collection (100 words)  **{*All the data sources used. Other factors which surfaced in the operation and implementation*}** |
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1. **Lessons Learnt (300 words)**

**{Discuss the Lessons Learnt in the process of carrying out interventions relevant to realization of the Sector Outcomes as specified in the SAP. Focus on the involved agencies and other stakeholders (including beneficiaries) and their willingness and capability to continue the interventions. If not what additional measures would need to be taken to strengthen them}**

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| Policy 1 needs to be separated from the rest of the sector, with NSA office and MOD taking the lead in that policy. Other policies of the sector and the military aspects of policy 1 should be the scope of MNDF. |

1. **Partnerships (200 words)**

**{*Describe any partnerships established with a donor, private sector of civil society organization to achieve an outcome(s)*}**

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1. **Follow-up Actions & Recommendations (400 words)**

**{Recommendations for strengthening, reorienting and/or revising the implementation mechanisms and strengthening the key agencies and other stakeholders for achieving Sector Outcomes in future periods}**

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Date :

Name of Officer :

Designation :