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# Maldives Security & Justice Project

Enabling effective, accountable and transparent justice for all



**UK International Development**

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# Foreword

The UK is proud to partner with the Government of Maldives in strengthening security and justice. Strengthening democratic governance and the rule of law, deepening cooperation on security and defence (including policing, counter terrorism and maritime security), expanding opportunities in education, and supporting sustainable economic development in sectors such as fisheries, tourism and renewable energy, are essential to our shared objectives to advance stability, safeguard human rights, and build a safer, more resilient and prosperous Maldives.

The Maldives Security and Justice Project has provided sustained, demand-driven support across the justice sector, helping to modernise policing practices, reinforce the professional leadership and rehabilitative capacity of custodial services, and enhance the fairness and efficiency of justice processes.

By strengthening institutional capacity, promoting gender sensitive and rights compliant approaches, and fostering improved coordination between police, prisons and courts, the programme has contributed to greater public confidence, enhanced conditions for those in custody and more effective case handling. System-level efforts have also advanced alternatives to custody and promoted multi agency cooperation, improving operational standards and supporting safer communities.

Looking forward, I hope this booklet recognises the considerable efforts of Maldivian institutions and individuals whose commitment has driven these gains. The achievements presented here reflect a genuine partnership between the UK and Maldives as the country pursues further reforms and progress.

I want to extend our sincere thanks to our Government of Maldives counterparts, justice sector practitioners and community partners for their collaboration and dedication.



**Nick Low, British High Commissioner to Maldives**

The Security and Justice project set out to deliver sustained support to the Government of the Maldives to strengthen and transform the security and justice sector. Over the course of the project, our team engaged with the criminal justice agencies – police, prisons, court administration, prosecution, defence and the judiciary – to provide technical advice, staff training, assessments and recommendations, and policy assistance. We also encouraged cross-institutional linkages and enhanced interoperability across agencies.

Since the beginning of the project, the team have seen the security and justice sector grow stronger, more modern, resilient, professional and integrated. The project has contributed to the overall improved effectiveness of the sector, assisting the different criminal justice agencies to embed and sustain reform, build the confidence of the public, further professionalise the services and improve institutional collaboration. These efforts improved the criminal justice system’s ability to meet the needs of community and deliver effective, accountable and transparent justice.

The project team are hugely grateful to the people that they worked with over the course of the project for their openness, enthusiasm and commitment. It has been a privilege to contribute to ensuring the safety and security of the people of the Maldives.



**Dr Shane Bryans, Team Leader and Prisons Component Lead**

# UK–Maldives partnership to strengthen justice, modernise policing and build public trust

The Maldives Security and Justice Project was a three-year initiative (2023-2026) funded by the UK. The programme was established in response to the Maldivian government’s commitment to modernise and strengthen its security and justice institutions and to embed democratic reform and public trust.

In close partnership with the British High Commission in Malé, which helped set priorities and align the work with the UK’s Indo-Pacific strategy, our team provided strategic technical expertise to professionalise the criminal justice chain, promote human rights, and advance community-focused policing.

By working across three core components – the **police**, the **prison service** and the **justice** – the programme increased harmonisation within the sector, strengthened accountability, introduced modern policing approaches and supported reforms that better meet the needs of all Maldivians.

1669 60

people trained

trainings delivered

93.39%

of actors with enhanced knowledge and skills following the training:

- Subject of the training (94.46%)
- Gender sensitivity (80.81%)
- Human rights compliance (86.99%)
- National legislation (84.43%)

90.62%

of actors with plans for change in policy or practice following the training

## We worked through two mutually reinforcing pathways:

- **Institutional strengthening:** embedding professional standards, sustainable training systems and internal reform processes in each institution.
- **Systemic reform:** building permanent structures for cross-sector coordination, political ownership and policy alignment.



**Outcomes**

- Supported implementation of the Policing Professional Framework.
- Strengthened neighbourhood policing
- Improved emergency preparedness and major incident response.
- Introduced a new investigations model.
- Supported the Women in Policing Committee and delivered training on gender-sensitive investigation methods.

**Impact**

- Helping the Maldives Police Service modernise how it recruits, promotes, trains and supports officers.
- Increasing inclusion and professional standards.
- Strengthening public trust and improve the experience of victims and witnesses.



**Outcomes**

- Conducted a case-flow analysis of criminal cases and advised the Prosecutor General's Office.
- Delivered mentoring and training for judges, prosecutors and criminal defence counsel.
- Ran a gender bias and sensitivity programme for prosecutors, magistrates and senior judges.

**Impact**

- Improving the identification of blockages and making actionable recommendations to accelerate criminal case flow.
- Strengthening case management practices and supporting adoption of pre-trial case management tools.
- Enhancing specialist skills and creating lasting professional links with UK judicial experts.
- Increasing awareness of gender bias and how to address it in the justice system.



**Outcomes**

- Delivered leadership training and introduced new training modules for correctional officers in line with international standards.
- Contributed to improving the management of women prisoners.
- Enhanced prison intelligence and dynamic security systems for high-risk detainees.
- Operationalised a non-custodial sentencing framework.

**Impact**

- Strengthening prison leadership, rehabilitation systems, and operational standards.
- Improving prison conditions and the treatment of prisoners.

**INTEROPERABILITY**

**Outcomes**

- Delivered multi-agency roundtables to facilitate the establishing of the Criminal Justice Board.
- Developed a GESI strategy to ensure gender and social equality was considered across each component.

**Impact**

- Advancing coordination of institutions in the criminal justice sector.
- Mainstreaming gender across the criminal justice sector.



*“It was an honour to work alongside the Maldives Police Service in support of their continued professional development and community engagement. I warmly commend the dedication of our local partners and wish them every success as they further strengthen public confidence in policing.”*

*Tom Stabler,  
Police Component Lead*



The Security and Justice project assisted the Maldives Police Service (MPS) to modernise how it recruits, promotes, trains and supports officers, following gender-sensitive, human rights compliant approaches that adhere to national legislation and international standards. The technical assistance from senior UK police advisers, led by Tom Stabler, helped improve the experience of victims and witnesses and strengthen public trust.

## Enhancing investigations methods

Our team facilitated MPS to apply improved investigation methods, including gender-sensitive approaches and working with witnesses, use a broader range of sanctions proportionate to offence and enhance working environment for women.

### **We provided focused support to MPS Central Investigations Command (CIC):**

- Designed a new Investigating Officer (IO) framework and introduced the Senior Investigating Officer (SIO) concept into the MPS.
- Initiated an MPS Investigations Working Group which incorporates and monitors investigation quality control, compliance and training.
- Designed and introduced competency-based role profiles, which incorporate Professional Policing Framework, for MPS Investigators

operating at Level 1 (Priority and Volume Crime Investigations), Level 2 (Serious and Complex Investigations), and Level 3 (Major Crime, Serious Crime, and Organised Crime Investigations).

- Developed and delivered a series of SIO Training and Development Programme courses, focusing on:
  - Initial police response; building investigative hypothesis; setting fast track actions; setting the direction of the investigation, the importance of the Family Liaison Officer role; making and recording decisions, managing vulnerable victims and witnesses, and suspects, including from a gender perspective; Disclosure; and the role of Prosecutors.
  - Through the Training of Trainers course delivered by our team, the staff in attendance will be tasked with providing future training to other MPS personnel, ensuring continuity of sustainable change.

**Result**

The introduction of a new IO and SIO framework into the MPS marks a pivotal change in relation to how investigations will be undertaken in the future by the MPS and will improve investigative standards and capability.

## Strengthening MPS's operational and policy capabilities in emergency management

Initial work on the Emergency Preparedness, Response, and Recovery (EPRR) revealed a large gap in policy, practices and the allocation of roles and responsibilities during an emergency, especially in the islands and atolls.

Following a review of MPS EPRR, the Police Component worked with MPS to deliver a three-day workshop on management of Critical and Major Incidents Training, incorporating such themes as Assessment of Threat and Risk, Prevention, Preparation, Response and Recovery. The workshop:

- Supported the expansion of MPS multi-agency meetings to include Integrated Emergency Management (IEM) model and local resilience measures.
- Reviewed the MPS Duty Officer role and responsibilities regarding incident management, including MPS response to Critical Incidents and Major Incidents.
- Supported the establishment of MPS Policy and Standard Operating Procedures regarding incident management, including Command and Control protocols.
- Integrated operational scenarios for MPS Commanders at Strategic (Gold), Tactical (Silver) and Operational (Bronze) levels.



We developed a high-quality Manual of Guidance (MoG), which consolidates UK and international emergency management principles tailored for Maldivian policing. The MoG covers all phases of emergency management – hazard assessment, prevention, preparedness, response, and recovery – with a strong focus on response supported by practical models of command, decision-making and detailed Action Cards for all command levels.

## Result

The MPS has formally adopted the new EPRR Policy, Strategy, Procedure and project principles. Plans are underway to integrate EPRR training into the MPS Commander Development Programme, including the use of the MoG. This initiative aligns with the 2024-2028 MPS Strategic Plan objective to manage civil emergencies through planning, risk forecasting and efficient response, marking a major step forward in strengthening MPS's operational and policy capabilities in emergency management.

Following the EPRR Training of Trainers and Guidance Workshop, seven MPS Silver (Tactical) Commanders of Police Superintendent rank received instruction on emergency management and training delivery and actively participated in table-top exercises that applied the MoG's guidance and Action Cards. Those officers are now tasked with immediate command and control during Critical or Major Incidents in the Maldives and will cascade training on incident management to other MPS personnel.

## Supporting Neighbourhood Policing across the islands and atolls

Our project developed and delivered training to support and enable Neighbourhood Policing roll out to all islands and atolls. Our achievements include:

- Review of MPS Neighbourhood Policing; positively received by the MPS Executive Command Team and the MPS Strategic Committee for Neighbourhood Policing.
- Neighbourhood Policing conference and workshops conducted with support of the Commissioner of Police.
- The Neighbourhood Policing workshops adopted a training of trainers approach, bringing together and incorporating Strategic, Tactical and Operational levels. The ranks of the participants ranged from Sergeant to Superintendent level, and incorporated a cross section of experienced operational practitioners, training staff and senior leaders in the MPS from both the Male' area and from the islands and atolls of the Maldives.

## Result

- The workshops led to an agreed operational understanding of neighbourhood policing across the MPS, clear definitions of role-based specific competencies, and developed a clear competency-based curriculum framework.
- Following the workshops, MPS agreed to develop a working document to guide MPS and the MPS National College of Policing and Law Enforcement (NCPL) in implementing and sustaining Neighbourhood Policing training.
- As a result of the considerable support provided by the project to the MPS in relation to Neighbourhood Policing, this workshop places MPS and NCPL in a strong position to deliver consistent, effective, strategically aligned and targeted Neighbourhood Police training for the different ranks (Basic to Inspector).

## Contributing to the creation of a more inclusive and equitable environment for women in the MPS

The Police Component Lead provided assistance to the MPS Women in Policing Committee in leadership and management training, as well as coaching and mentoring support for women in the MPS, which included both warranted police officers and civilian members of staff.

The project organised a visit to the UK to meet with UK counterparts, including the UK College of Policing, Metropolitan Police, British Association for Women in Policing (BAWP) and the UK Foreign, Commonwealth and Development Office (FCDO).

The Maldives Police Service Women in Policing Committee presented to the United Kingdom College of Policing Chief Executive Officer – Deputy Chief Executive Maggie Blyth, recognising of the warm welcome and support they received from the college and the offer of future support from the UK College of Policing.

At the meeting, discussions took place regarding the various leadership and management programmes that are available, which are designed and delivered by the college. This included female leadership and coaching programmes and the Aspire Leadership Development Programme, which is designed to help participants to recognise their abilities and potential to progress further in their policing career.

## Policing Professional Framework: A new standard for policing

The Policing Professional Framework (PPF) is a robust competency-based system designed to guide personnel development, performance management, and career progression within the Maldives Police Service (MPS) by defining what officers must know and be able to do at every rank. The UK-funded support turned PPF from an idea into an operational framework and implementation plan.

### The project assistance included:

- Conducting a diagnostic and identified HR processes and the training system as entry points for embedding the competency framework into the fabric of the police training regimen.
- Mapping competencies into recruit and Police Inspector curricula and retrained instructor cadres from more rigid, hierarchical model toward competency-based methods.
- Engaging 60+ senior officers in a high-level workshop to secure buy in by introducing the competencies associated with their roles.
- Developing five competency levels, rank capability statements, and a competency dictionary categorising skills and knowledge into four focus areas: Management, Future, Collaboration, Decision making.
- Producing an implementation plan with governance approved by MPS executive board.



Our efforts contributed to transformative changes within MPS, particularly a pivotal shift in how the organisation manages and develops its personnel through a practical, institutionally owned framework that strengthens professionalism, accountability and service delivery in Maldivian policing. The changes included:

- PPF was embedded into training; recruits and inspectors are now trained to competency and public service standards.
- Trainers shifted from military-style delivery to competency-based approaches, producing recruits who are not only competent but also deeply committed to public service and human rights.
- Human Resource (HR) processes reoriented around competency assessment, creating a more level playing field and reducing nepotism.
- Civilian staff integrated to foster a more unified and cohesive police force.
- Targeted support for female officers provided to improve their career progression.
- PPF now plays a central role in shaping the future of MPS and informs personnel decisions. It contributed to a government directive for collective entry training across Maldivian law enforcement agencies.





*“Collaborating with Maldives Correctional Service leadership and staff to enhance operational systems and performance was a highly rewarding professional experience. I extend my appreciation to our Maldivian colleagues and offer my best wishes as they continue improving detention conditions and outcomes.”*

*Dr Shane Bryans,  
Team Leader and Prisons  
Component Lead*



The project worked with the Maldives Correctional Service (MCS) and the Ministry of Home Affairs to strengthen prison leadership, rehabilitation systems, and operational standards. The technical support and trainings contributed to enhanced management of prisoners, improved rehabilitation and reintegration programmes and more effective prison functioning aligning with international standards.

## Supporting strategic development of MCS

The project’s Prisons Component reviewed existing donor- and MCS-led prison development programmes, coordinated with donors (notably UNODC), facilitated senior staff workshops to prioritise strategic activities, and contributed to MCS’s strategic plan.



### Achievement

Clear, deconflicted donor engagement; a prioritised three-year strategic agenda co-owned by MCS; stronger coordination across stakeholders; and an actionable input into MCS’s strategic plan to guide system-wide reform and resource allocation.

## Improving Human Resource (HR) policy and practice

The project reviewed MCS HR policy framework with 60 MCS staff consultations and produced 15 recommendations. The key topics included staff welfare and resilience, professional standards, organisational structure and performance appraisal.

We introduced a new staff performance evaluation system and held coaching sessions, including focused discussions with 42 female staff.



### Achievement

Laying the foundations for fairer, more professional HR practices: a practical roadmap for reform that works toward improved performance appraisal tools, strengthened staff welfare and resilience, and targeted measures to surface and address women's workplace challenges.

## Training and development of MCS staff

Our team delivered correctional leadership seminar for senior staff and middle managers, with focus on international good prison practice; understanding and managing change; leadership and management styles, including personal effectiveness; engaging, motivating and empowering staff; performance appraisals and feedback.

Following a review of MCS training organisation, we suggested 12 recommendations, from the introduction of mandatory training for all staff to implementing a local training delivery framework.

We conducted a desk review of the recruit training curriculum, recommending 12 new recruit modules such as preventing staff corruption and manipulation, management of conflict and de-escalation techniques, and responding to emergencies and contingency planning.



### Achievement

Strengthened leadership capacity, a clearer training structure with mandatory modules, improved frontline skills for safety and integrity and MCS commitment to implement the recommended training reforms.

## Providing planning and design support for the new Maldives prison

We supported initial planning for replacing three prisons with a new single facility, funded attendance of three officials at the International Corrections and Prisons Association conference on prison planning, and facilitated a workshop producing underlying design principles and a Prison Design Brief.



### Achievement

Informed, principle based high level specifications for the new prison, skilled officials with international exposure to best practice, and an agreed Design Brief to guide subsequent planning and procurement.

# Operationalising a non-custodial sentencing framework

To bridge the gap in the structure and expertise and better equip MCS to implement non-custodial sentences (NCS), the project facilitated the activities of a newly created non-custodial sentence working group.

The group developed an implementation plan covering an operating model, standard operating procedures, budget and staffing and job descriptions, community-based work programmes and an implementation timeline.

The 5 strategic steps toward NCS aligned with international good practice:

- NCS implementation plan developed.
- Initial visit to Atoll took place and discussions were held with Atoll council.
- Memorandum of Understanding signed with one Atoll.
- Training module developed for probation staff.
- Training of Trainers delivered.

## Impact

The Maldives Security and Justice Project supported the Maldives Correctional Service with assessments, reports, plans, training to pave the way towards embedding community sentencing. In 2026, the MCS has initiated steps to implement community sentencing as an alternative to imprisonment for individuals convicted of minor offences.

# Improving the management of and conditions for women prisoners

The project identified that the women's unit at Maafushi did not fully meet international standards. After an initial assessment, the team embedded gender-responsive issues across training, workshops and assessments to drive reform and practice.

## What we did

- Raised awareness continuously through 21 workshops/ seminars and a tailored 12-module training programme on the Bangkok Rules and gender-responsive prison practices.
- Delivered a training-of-trainers and specialist staff training to build local capacity.
- Advocated with senior management for structural change and a gender-sensitive staffing model, including recruitment and retention of more female officers.
- Facilitated MCS participation in regional Bangkok Rules training to engage officials in regional exchange and promote good practice and peer learning.



Impact

A sustained, institutionally led improvement in conditions and management for women prisoners that aligns with international standards.

- Decision to relocate women prisoners from Maafushi to a purpose-built unit on Male Island, improving safety, privacy and living conditions.
- Increased availability of female staff and better-trained officers equipped with trauma-informed, gender-responsive skills.
- Embedding of Bangkok Rules principles into daily operations, rehabilitation activities and institutional policy.
- Contribution to improved access to healthcare, psychosocial support and constructive programmes for women in custody.
- A measurable shift in staff mindset and institutional practice toward rehabilitative, rights-based management of women prisoners.
- Reinforcing that the management of women in custody must be rehabilitative, inclusive, and rooted in human rights: the trainings strengthened participants' understanding of gender-sensitive approaches, improved awareness of trauma and vulnerability, and encouraged collaboration between custodial, healthcare, and community partners.





*“Working with the judiciary, prosecutors, defence counsel and those supporting these roles has been insightful and fulfilling. There are still many challenges ahead for criminal justice and the rule of law in the Maldives and I commend the individuals and institutions who are working tirelessly for meaningful reform.”*

*Allen Cansick,  
Justice Component Lead*



The project helped the Maldives judiciary, prosecution, defence counsel and those supporting these roles. With support from the component lead, Allen Cansick, the project provided skills-based mentoring and training, advanced trial advocacy training, gender awareness training and made technical inputs for driving systemic reform.

## Improving efficiency through a case flow analysis of criminal cases

The project’s core experts undertook research and interviews with judge, prosecutors, defence counsel and administrators to identify blockages in the case flow of criminal cases and presented findings and recommendations in a report. A preliminary report was presented at a workshop with the Prosecutor General’s Office.

## Enhancing case management at the Criminal Court

Our experts undertook research and interviews with judges and court administrators to identify problems in case management and presented recommendations as to how the process can be improved. The project provided input to drafts of case management forms proposed for pre-trial use in the Criminal Court.

## Mentoring Criminal Court Judges and High Court Justices

We held in-person and online seminars for small groups of Criminal Court Judges and High Court Justices, facilitated by expert retired UK High Court and Circuit judges. Sessions for Criminal Court judges covered circumstantial evidence, joint enterprise, hearsay and the reliability of confessions. High Court sessions addressed criminal appeals, pre-trial applications, sexual violence and gang-related crimes.

These exchanges strengthened judicial skills across both courts and established enduring professional links between UK and Maldivian judges.

## **Providing advocacy training to Criminal Defence Counsel through the Bar Council of the Maldives**

Expert judicial trainers from the UK delivered a scenario-based advocacy training exercise to Criminal Defence Counsel, focusing on trial skills of speeches and examination of witnesses, leading to increased advocacy skills of Criminal Defence Counsel.

## **Strengthening advocacy skills at the Prosecutor General's Office**

Our team delivered a tailored programme of scenario based advocacy training for prosecutors at the Prosecutor General's Office, delivered by senior UK experts including retired High Court and Circuit Judges and leading King's Counsel. Two multi day exercises focused on core trial skills of preparing and delivering opening and closing speeches, examination in chief and cross examination. As a result, the trainings enhanced prosecutors' advocacy, courtroom technique and confidence.

## **Delivering a gender bias and sensitivity programme**

The Justice Component conducted targeted gender bias and sensitivity interventions led by an expert UK judge on behalf of the UK Judicial Office and the UK Association of Women Judges (UKAWJ). This included workshops for prosecutors at the Prosecutor General's Office, Magistrates from Atolls across the Maldives and senior members of the Judiciary in Malé, combining practical examples with facilitated discussion to identify and address gender biases.

The expert UK judge, representing the UKAWJ, met with female Maldivian judges to provide advice and assistance for the potential establishment of a female wing of the Maldives Judges Association and to identify mentoring and training needs.

# Interoperability



*“As this project concludes, I am deeply grateful for the opportunity to work across Maldives’ justice system to support stronger governance at every level. The outstanding leadership and solid management practices have been truly impressive and have driven real progress and unlocking real potential.*

*Improvements in complex justice reform can only happen through genuine collective effort. Judges, prosecutors, police, corrections staff, court staff, administrators and partners have delivered this work with skill, dedication and unity. The results are yours.*

*It has been a genuine joy and privilege to collaborate with such a capable team. Thank you for your leadership; these gains will last.”*

*David Wells,  
Criminal Justice System  
Component Lead*



The Maldives Security and Justice Project supported cross-institutional linkages for enhanced collaboration within the criminal justice system.

## Strengthening inter-institutional collaboration through tangible multi agency initiatives

### What we did

- Convened the Unlocking Justice process: nine structured workshops with middle and senior managers across the justice sector to diagnose barriers (institutional silos, mistrust, weak communication) and triangulate perspectives from police, corrections, prosecution, judiciary, Bar Council, Human Rights Commission and other institutions.
- Delivered a high-level culminating Unlocking Justice workshop in February 2025 that brought together senior leaders from all justice institutions to agree a shared vision, collaboratively address the challenges and identify mechanisms for strategic cooperation.

- Developed the proposal for a Criminal Justice Board that would provide systems level strategy, cross institutional guidance and oversight through standing committees and adhoc working groups.
- Facilitated three multi agency roundtables on digitisation, non custodial sentencing and justice performance to build practical collaboration and pilotable interventions.



Impact

- Setting a positive vector toward enhanced inter-agency collaboration and reform in the justice sector by laying the groundwork through the Unlocking Justice process, delivering cross cutting workstreams, demonstrating value, and generating buy in.
- Building trust and shared language through facilitated engagement that moved conversations toward process-based cooperation, creating a foundation for sustained institutional interaction.
- Generating systemic advantage by prioritising communication, coordination and capability, contributing to improving confidence and competence across institutions, and making the justice system more transparent, efficient and resilient to future reform.
- Producing concrete multi-agency commitments through roundtables, including:
  - A pilot plan for non custodial/community sentences;
  - an agenda to advance court case management, and link corrections with digital case systems; and
  - a balanced justice scorecard (People, Infrastructure, Internal Processes, Communications) with initial indicators to track system performance.

# Promoting women's leadership and rights across the justice system

**The Security and Justice Project ensured that gender and social equality were considered across each component.**

## Women prisoners

Through our activities, we contributed to improved safety, gender-sensitive care and stronger rehabilitation pathways for women prisoners. In cooperation with MCS, women in custody will be moving to a purpose-built unit in Malé, staff trained on the Bangkok Rules, and gender-responsive practice is now embedded in training. The project facilitated a measurable shift in staff mindset and institutional practice toward rehabilitative, rights-based management of women prisoners.



## Women in policing

The project worked closely with the MPS Women in Policing Committee to strengthen leadership, management and career development for female officers and civilian staff. Activities included training, coaching and mentoring support, and exposure visits to UK policing counterparts to share best practices. As a result, gender responsive approaches are increasingly embedded in training and personnel processes, helping to expand opportunities for women in policing and improve service delivery for all communities.



## Women judges

Our team facilitated targeted gender bias and sensitivity interventions led by an expert UK judge to strengthen fairness and gender awareness across the Maldivian justice system. We introduced training to judges and prosecutors in the Maldives to identify and address gender bias and helped establish dialogue between female Maldivian judges and the UKAWJ.



*“For any woman who comes with the hope of getting access to justice, the number of obstacles is unfathomable to a male judge. As part of this project, I had the best gender sensitivity training that I have ever done so far, we had a lot of things but this was very different. We had practical exercises on unconscious bias and how to spot it, as well as a number of tests at the end. These trainings are usually more theoretical while this felt like a self-assessment of our behaviour and biases.”*

# Testimonials

“This was one of the best projects I have been involved in when it comes to justice sector, findings were realistic and an accurate reflection of our system.”

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“The best gender sensitivity training that I have ever done so far, we had a lot of things, but this was very different. We had practical exercises on unconscious bias and how to spot it which was very useful.”

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“MPS has definitely benefitted from the project, it has led to very fruitful meetings and discussions with atolls. Tetra Tech consultants have a very good understanding of the local context and great subject matter knowledge.”

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“The advisor has been very informative and accommodating to questions, with focus on advocating for female officers and their inclusion in meetings. Lots of knowledge was shared with the Women In Policing team, giving ideas on how they could improve and which areas to focus on.”

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“This is a good initiative and the advisors have been very flexible and they understand how we work and what our environment is, it’s very easy to work with them.”

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“This project is very beneficial for MCS, problems have been existing for a long time and we are aware of them, but external advice is helping us fix these problems.”

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“The advisors are very trustworthy, open and easy to deal with. They really adjusted well to the culture and structures here. They’ve been very flexible and handling the political limbo state extremely well.”



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