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# Maldives Civil Service Strategic Plan 2016 - 2020



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## ACRONYMS

**CS Act 2007:** Civil Service Act 2007

**CSC:** Civil Service Commission

**CSTI:** Civil Service Training Institute

**HRMDC:** Human Resource Management and Development Committee

**ICT:** Information and Communications Technology

**KPIs:** Key Performance Indicators

**MCS:** Maldives Civil Service

**MDA:** Ministries, Departments, Agencies

**PS:** Permanent Secretary

**PO:** Presidents Office

**SOP:** Standard Operating Procedure

**SPC:** Strategic Planning Committee

**SPU:** Strategic Planning Unit

**TOR:** Terms of Reference

**UNDP:** United Nations Development Program

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# FOREWORD FROM THE PRESIDENT

Civil Service Commission is proud to present the Second Strategic Plan of the Maldives Civil Service for the five year period of 2016 to 2020. The document communicates outcomes of wider consultations with stakeholders, review of the First Strategic Plan, and the extensive research in addressing the aspiring goals of Maldives Civil Service towards envisioned development of the country.

The Second Strategic Plan will also cater for human resource needs for the development projects pursued by the government of the time and aims to achieve a “whole of government approach” in mobilizing talent and other resources. It will mark a phase of digitalized human resources management and upgrading skills of civil servants. Efforts are also targeted to further decentralize and empower ministries, councils and other civil service administrations. It also entails prospects for collaborative management and technical knowhow towards the creation of an innovative premier performance workforce.

We are committed to uphold the core values and determined to accomplish to their optimum, the five key Strategic Thrusts. It is our foremost hope that the Second Strategic Plan will usher a new phase of Maldives Civil Service that will be innovative, efficient and smart to realize these goals.

The second Strategic Plan of Maldives Civil Service was conceived with the help of a number of partners and contributors. We wish to gratefully acknowledge the support given by the government and various stakeholders. The Civil Service Commission would like to recognize and express our heartfelt gratitude to United Nation Development Program for funding the Second Strategic Plan project. Special mention goes to the consultants’ team for having completed the project within a short period of time. A word of commendation and praise goes to our in-house team who had undertaken the project for over one and half years.

Finally, we seek to become a smart and efficient workforce with desire to excel in performance and to win cooperation from all our stakeholders and partners to make this comprehensive plan a success.

*Dr. Aly Shameem*  
*President*  
*Civil Service Commission*





*From left to right : Commission Member Mr. Zakariyya Hussain, Commission Member Ms. Fathimath Renee Abdul Sattar, Commission President Dr Aly Shameem, Commission Vice President Ms. Jameela Ali Khalid, Commission Member Mr. Shaheed Mohamed.*



# MALDIVES CIVIL SERVICE AND CIVIL SERVICE COMMISSION



The Maldives Civil Service and the Civil Service Commission came into existence through the Civil Service Act (2007). The Civil Service Commission is mandated to create an independent civil service whereby Civil Service Commission is responsible for the affairs relating to personnel policy, modernization and reform of civil service. Although it is envisaged modernization to be ongoing, Civil Service Commission still operates with the fundamental changes that were brought during the early stages of Maldives reform process.

The Civil Service Commission consists of five Commissioners appointed by the President on the recommendation of the People's Majlis (Parliament), including a President and a Vice President, for a five-year term. The Permanent Secretary is the most senior representative of civil service in the Ministries, Departments, Agencies (MDAs) and sits with the Commissioners in the Advisory Committee of civil service. Advisory Committee is composed of Commissioners and permanent secretaries who give policy advice to Civil Service Commission on matters relevant to the functioning, operation and regulation of the Maldives Civil Service. The Human Resource Management and Development Committees (HRMDC) operate within the MDAs and comprises of permanent secretaries and a team of senior staff selected from each MDA. The HRMDC's role is to assist permanent secretaries in the operation of the MDAs.

# KEY CHALLENGES

## STRATEGY CHALLENGE

Refocusing on the core value-adding role of coordinating strategy across the government with Civil Service Commission and the Maldives Civil Service.

## GOVERNANCE CHALLENGE

Working towards a more strategic centre that requires MDAs capable of holding themselves accountable – a role that Human Resource Management and Development Committees at the MDAs level have yet to adequately deliver.

## COLLABORATION CHALLENGE

Developing synergies to connect the work of MDAs that transform aspirations to reality through new governance arrangements.





# STRATEGIC DIRECTION

## VISION

Develop a motivated, competent and proficient civil service

## MISSION

To ensure efficient service with integrity and timeliness and an inspired workforce that emphasizes a collaborative and innovative working tenet to support national development

## CORE VALUES

- Integrity
- Discipline
- Competence
- Dedication
- Timeliness

# STRATEGIC OBJECTIVES



- ▶ To ensure a cohesive, collaborative and “whole of government approach” to problem solving and optimizing resources
- ▶ To create motivated, resilient, knowledgeable, competent and dignified civil servants
- ▶ To be ready for people-centric, proactive, prompt and responsive service delivery
- ▶ To develop dynamic, lean, agile, and highly capable organizations

# STRATEGIC THRUSTS

01

## STRONG INSTITUTIONAL FRAMEWORK

To facilitate a leaner and more agile Civil Service Commission through amendments to the Civil Service Act 2007 and additional legislative amendments that would pave way for a 'whole of government approach'.

02

## HUMAN CAPITAL DEVELOPMENT

To enhance capabilities, capacity, competency, skills and performance through professional training, improve pay, rewards and recognition systems to motivate civil servants to be high performers.

03

## EMPOWERED ORGANIZATIONS

To strengthen and institutionalize the decentralized civil service employment functions, deregulate civil service regulatory framework and develop lean and efficient organizations that focus on productivity, innovation and creativity as well as deliver government policies effectively.

04

## PEOPLE FOCUSED SERVICE EXCELLENCE

To create a holistic approach to service excellence inculcating a proactive and responsive people focused attitude and provide innovative and creative civil service delivery mechanisms.

05

## INCLUSION AND COLLABORATION

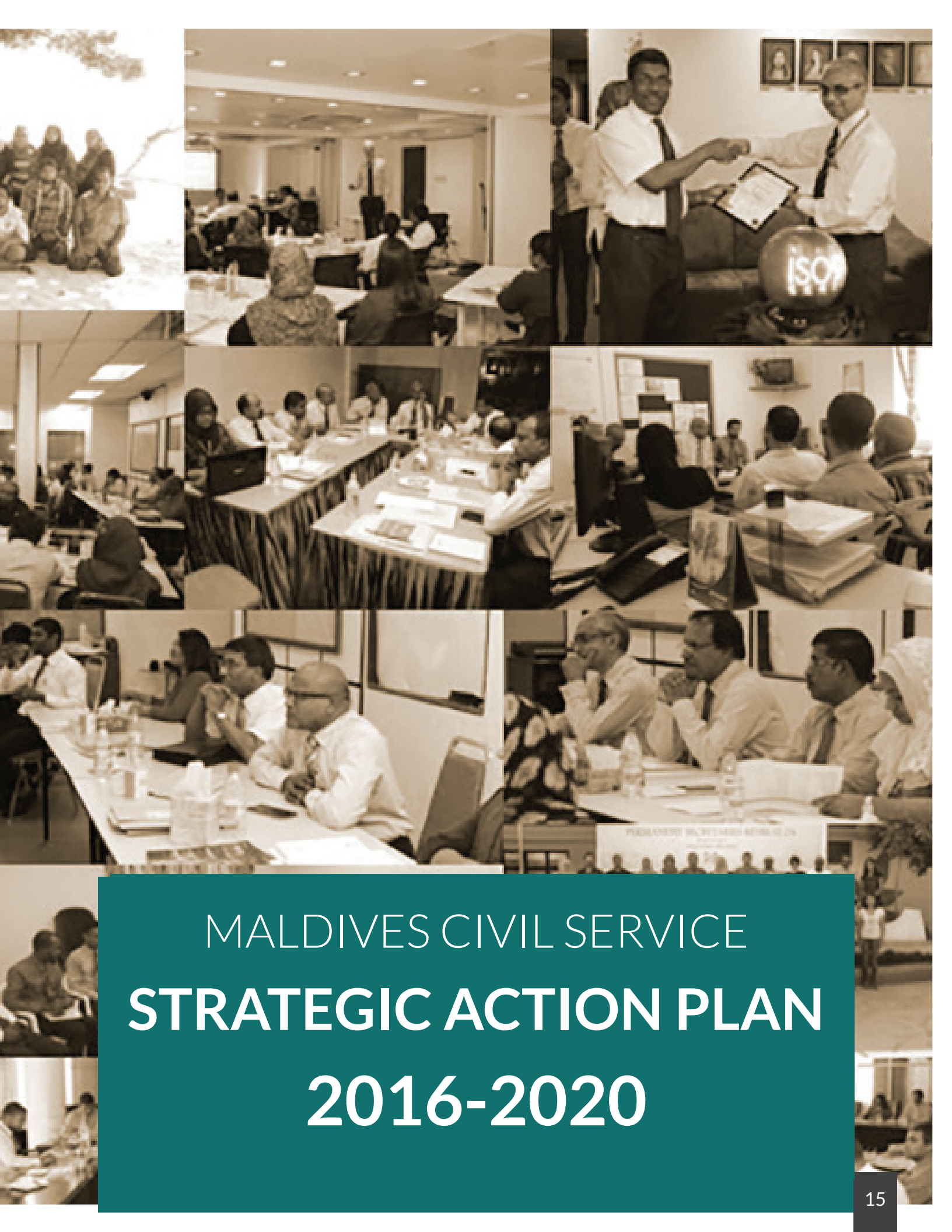
To increase inclusive engagement and encourage positive discrimination for women at decision making levels and establish partnerships with relevant national and international institutions.

# MONITORING AND IMPLEMENTATION

Planning becomes effective with a proper implementation plan and an established process for monitoring and evaluation of the Strategic Plan. Overall accountability and risk ownership for implementation shall reside with the Civil Service Commission members, the Advisory Committee and the Senior Management Committee of Civil Service Commission. A Strategic Planning Committee comprising of Civil Service Commission members, Permanent Secretaries and Civil Service Commission Management Committee will be formed. Responsibility for delivery shall reside with the Strategic Planning Committee and the Strategic Planning Unit at Civil Service Commission can monitor the administrative component of implementation. Strategic Planning Committee will ensure that the following strategic approaches are adhered to during implementation:

- i. Adopt and follow an appropriate project management methodology for periodic assessment and regular review of progress of the Strategic Plan and Strategic Action Plan.
- ii. Ensure that each division, section and unit of Civil Service Commission and where appropriate, the MDAs develop its own plan, complementing the Maldives Civil Service Strategic Plan.
- iii. Allow for adaptive learning in implementation. Strategic Planning Committee would do regular monitoring on how implementation is proceeding and focus on any difficulties that may arise, finding an alternate to address them.
- iv. Develop and conduct summative evaluations to measure whether the strategic objectives have actually been achieved.





MALDIVES CIVIL SERVICE  
**STRATEGIC ACTION PLAN**  
**2016-2020**

# STRATEGIC THRUST 1: STRONG INSTITUTIONAL FRAMEWORK

# 1

NO.	STRATEGIC OBJECTIVES		STRATEGIC ACTIONS
1.1	Amend the CS Act 2007 to develop a modern and innovative civil service.	1.1.1	Establish work committees to revise CS Act for the purpose of innovating and modernizing Maldives civil service.
1.2	To build trust and adaptability and the acceptance between and among the political and civil service staff to work towards one goal through 'whole of government approach'.	1.2.1	Establish a dialogue platform using a 'whole of government approach' where CSC, PS and political team can work.
1.3	Mechanism to empower HRMD committees and capitalize on the responsibilities devolved to HRMD committee by Civil service regulation to foster enhanced service delivery.	1.3.1	Establishment of strategy boards which brings together Permanent Secretaries and the Ministerial team to develop policy and long term strategy for MDAs.



PERFORMANCE INDICATORS	TIMELINE	IMPLEMENTING PARTNERS
i. TORs drafted, outlining role and responsibilities of the committee.	Jan – Mar 2016	CSC, PO, Majlis (Parliament)
ii. Committee established and operational with membership from CSC, MDAs and technical experts.	Mar – May 2016	
iii. Draft amendments proposed for Civil Service Act (2007).	Dec 2016	
i. Committee established.	Jan – Mar 2016	CSC, PO
ii. Dialogue platform developed and endorsed.	Mar – May 2016	
iii. Implementation of the dialogue platform.	Dec 2016	
i. Portfolio responsibility for development of HRMD board assigned at commission level .	Mar - April 2016	CSC, MDAs
ii. Concept paper on restructured HRMD management boards developed.	May - Aug 2016	
iii. New structure for the HRMD management boards approved and implemented.	Jan 2017	

1.4	Strengthen CS code of conduct and procedures and decentralize to further reduce bureaucratic red tape and revise out-dated regulations.	1.4.1	Ongoing review and research.
		1.4.2	Strengthen disciplinary action to improve negligence and under performance.

## STRATEGIC THRUST 2: HUMAN CAPITAL DEVELOPMENT

# 2

NO.	STRATEGIC OBJECTIVES		STRATEGIC ACTIONS
2.1	Professional development and professional advancement of civil servants through career development and succession program.	2.1.1	Identification and development of strategy and policy for career development and succession program.
2.2	Enhance talent acceleration and talent retention in civil service, develop, and institutionalize an effective and efficient mechanism to deliver professional training to all civil servants.	2.2.1	Training policy & training plan for MCS.
		2.2.2	On-the-job training & mentoring / coaching program for existing staff & new recruits in MDAs.
		2.2.3	Develop and institutionalize the function of leadership, management & professional advancement program' within CSTI.

i. Review of CSC code of conduct and procedures conducted.	Jan 2016 – Dec 2020	CSC
i. Portfolio responsibility for development of policy assigned at commission level.	Jun 2016	CSC
ii. Concept paper developed.	Aug 2016	
iii. Policy approved and implemented.	Jan 2017	

PERFORMANCE INDICATORS	TIMELINE	IMPLEMENTING PARTNERS
i. Research on career development strategy conducted.	Jun 2016	CSC, MDAs, PO
ii. Policy developed and pre-tested.	Jan 2017	
iii. The strategy and policy on career development and succession implemented.	Mar 2017	
i. Annual training plan for MDAs developed.	2016-2020	CSC, CSTI, MDAs
i. Mapping study conducted to identify job competency & requirements for on-the-job training.	Jan 2017	CSC, CSTI
ii. Jobs & personnel that require on-the-job-training & mentoring identified.	Jan 2018	
iii. On-the-job-training, coaching & mentoring requirements developed.	Jun 2018	
iv. Civil service examination process established.	Jan 2019	
i. Training needs analysis to identify the gaps conducted.	Jun 2016	CSC, CSTI

NO.	STRATEGIC OBJECTIVES		STRATEGIC ACTIONS	
		2.2.4	Encourage continuous knowledge seeking and knowledge generation.	
		2.2.5	Establish and introduce digital and distanced learning solutions for outreach training programs through e-learning programs for MCS.	
		2.2.6	Strengthening work ethics, dedication and integrity through all training programs.	

PERFORMANCE INDICATORS	TIMELINE	IMPLEMENTING PARTNERS
ii. Capacity development programs based on leadership, knowledge, competency, skills & innovation developed.	Jun 2017	
iii. Career development programs for dedicated & high performing civil servants conducted.	Jan 2018 – Dec 2020	
i. Assessment conducted with MDAs to identify resource gaps needed for continuous knowledge seeking and generation.	2016-2018	CSC, CSTI
ii. Capacity gaps and required trainings mapped in terms of context specific trainings.		
iii. Continuous knowledge seeking and capacity development plan developed and adapted, including mechanism to monitor impact.		
iv. Roll out the capacity development program for continuous knowledge seeking and generation at all MDAs.		
i. Assessment conducted with MDAs to identify resource gaps needed for e-learning.	2016-2020	CSC, CSTI
ii. Assessment conducted to identify capacity gaps and required trainings.		
iii. e-learning development plan and capacity development plan developed and adapted, including mechanism to monitor impact.		
iv. Roll out the capacity development program for e-learning to all MDAs.		
i. Assessment conducted with MDAs to identify resource gaps needed.	2016-2020	CSC, CSTI
ii. Consultation organized to assess organizational, departmental and individual goals and identify capacity gaps and mapped.		

NO.	STRATEGIC OBJECTIVES		STRATEGIC ACTIONS	
		2.2.7	Promote and inculcate a civil service culture that is courteous & respectful .	
2.3	Motivate civil servants to be high performing through improved reward and recognition systems.	2.3.1	Identification of intrinsic and extrinsic reward packages for civil servants.	
		2.3.2	Promote work life balance and healthy lifestyle.	

PERFORMANCE INDICATORS	TIMELINE	IMPLEMENTING PARTNERS
iii. A capacity development plan developed and adapted, including mechanism to monitor impact.		
iv. Roll out the capacity development programs to all MDAs.		
i. Assessment conducted with MDAs to identify resource gaps and capacity gaps.	2016-2020	CSC, CSTI
ii. A training plan developed and adapted.		
iii. Roll out the training programs to all MDAs.		
i. Research on the intrinsic and extrinsic reward packages for civil servants conducted	2016-2020	CSC
ii. Proposal with increment and streamlined salaries and allowances and pre-test developed	2016-2020	
iii. Roll out plan developed with relevant stakeholders	2016-2020	
iv. Intrinsic and extrinsic reward packages for civil servants approved and implemented	2016-2020	
i. Concept on establishment of a functional civil service club developed	Jun 2016	CSC, MDAs
ii. Concept note presented and approved	Jan 2017	
iii. Funds and any infrastructure needed for the establishment of a functional civil service club secured	Mar 2017	
iv. Functional civil service club established	Jan 2018	

NO.	STRATEGIC OBJECTIVES		STRATEGIC ACTIONS	
		2.3.3	Macro study on security at workplace and work facility sufficiency.	
2.4	Enhance workplace relations and develop effective mediation and dispute resolution mechanism.	2.4.1	Review policy on mediation and dispute resolution.	
2.5	Improve recruitment and selection procedures.	2.5.1	Development of competency based model and revise merit definition .	



PERFORMANCE INDICATORS	TIMELINE	IMPLEMENTING PARTNERS
i. Study conducted on security at work place and work facility sufficiency.	Jan 2017	CSC
ii. Reports on security at work place and work facility sufficiency and pre-test finalised.	Jun 2017	
iii. Roll out plan developed on security at work place and work facility sufficiency with relevant stakeholders.	Jan 2018	
iv. Policy on security at work place and work facility sufficiency approved and implemented.	Jun 2018	
i. Conduct an assessment on the current mechanism and develop recommendations.	Feb 2017	CSC
ii. Mediation and dispute resolution mechanism developed and piloted.	Sep 2017	
iii. A roll out plan for all MDAs developed.	Nov 2017	
iv. Policy on mediation and dispute resolution mechanism established and implemented.	Jan 2018	
i. Research on competency based model to identify the components for revision conducted.	Jan 2016	CSC
ii. Competency based model developed and pilot conducted.	Jul 2016	
iii. Roll out plan developed.	Jan 2017	
iv. Competency based model with revised merit definition developed and implemented.	Mar 2017	

# STRATEGIC THRUST 3: EMPOWERED ORGANIZATIONS

# 3

NO.	STRATEGIC OBJECTIVES		STRATEGIC ACTIONS
3.1	De-regulate the civil service regulatory framework.	3.1.1	Strengthen and institutionalize the decentralized civil service employment functions.
		3.1.2	Re-formulate CS regulation on a deregulated model.
3.2	Review and strengthen the performance management system.	3.2.1	Develop pay scale for a performance based evaluation system.

PERFORMANCE INDICATORS	TIMELINE	IMPLEMENTING PARTNERS
i. Assessment conducted on the existing de-regulatory framework and its effectiveness.	Mar 2016	CSC, MDAs
ii. Amendments proposed to de-regulatory framework.	Jun 2016	
iii. Amendments approved and implemented.	Jan 2017	
iv. Audit mechanism developed and pilot audits conducted.	Jan 2019	
i. Assessment on an effective de-regulated model for CS regulation conducted.	Jun 2017	CSC, MDAs
ii. Roll out plan for the model developed with relevant stakeholders.	Jun 2018	
iii. Model and roll out plan approved and implemented.	Jan 2019	
i. Research on pay scale modalities for performance based evaluation system.	Jan 2019	CSC
ii. Roll out plan developed with stakeholders.	Jan 2020	
iii. Policy on pay-for-performance based system approved and implemented.	Jun 2020	

3.3	Develop effective mechanisms of compliance and post-employment auditing .	3.3.1	Review compliance and establish system for post-employment auditing.	
3.4	Monitoring, evaluation and rating organizational performance of all MDAs.	3.4.1	Developing criteria for Star Rating.	
3.5	Work towards a common understanding of a right size for MDAs with a hybrid model to achieve organizational goal.	3.5.1	Review of all MDAs.	

<b>i.</b>	Review of compliance improvement methods conducted.	Jan 2017	CSC
<b>ii.</b>	Review on compliance improvement methods and pre-test conducted.	Jul 2017	
<b>iii.</b>	Policy on post-employment auditing developed.	Jan 2018	
<b>iv.</b>	Policy on post-employment implemented.	Apr 2018	
<b>i.</b>	An expert to develop the criteria for Star Rating recruited.	Jan 2017	CSC
<b>ii.</b>	Star Rating criteria and pilot conducted.	Sep 2017	
<b>iii.</b>	Roll out plan on Star Rating criteria developed with relevant stakeholders.	Nov 2017	
<b>iv.</b>	Star Rating criteria approved and implemented.	Jan 2018	
<b>i.</b>	Expert to assess all MDAs recruited.	Jan 2017	CSC
<b>ii.</b>	Policy and schedule developed to review all MDAs developed.	June 2017	
<b>iii.</b>	Reviews of all MDAs conducted.	Jul 2017 – Jun 2018	
<b>iv.</b>	Implement reviews findings and recommendations with MDAs.	Jan 2019	

# STRATEGIC THRUST 4:

## PEOPLE FOCUSED SERVICE EXCELLENCE 4

NO.	STRATEGIC OBJECTIVES		STRATEGIC ACTIONS
4.1	Strengthen the governance and management of civil service delivery.	4.1.1	<ul style="list-style-type: none"> <li data-bbox="971 384 1487 520">i. Implement extensive monitoring and assessment of civil service delivery.</li> <li data-bbox="971 552 1425 636">ii. Explore possibilities of more services with one visit .</li> <li data-bbox="971 667 1487 751">iii. Expand multi-service and hotline call center.</li> </ul>
4.2	Foster an environment of individual responsibility for all staff towards ensuring declared service standards.	4.2.1	<ul style="list-style-type: none"> <li data-bbox="971 1003 1487 1129">i. Develop mechanisms to ensure greater responsiveness towards customers.</li> <li data-bbox="971 1161 1507 1297">ii. Strive toward establishing the protocols articulated in CS reform manual.</li> </ul>
4.3	Enhance ICT infrastructure for wide-spread online services, digital data management, e-records management, technological change and develop new and emerging info structure for impactful applications.	4.3.1	<ul style="list-style-type: none"> <li data-bbox="971 1402 1520 1486">i. Survey on infrastructure resources and availability of online service.</li> <li data-bbox="971 1518 1487 1654">ii. Reduce the transaction costs of collaboration, through increase standardization and HR systems.</li> <li data-bbox="971 1686 1520 1770">iii. Develop ICT budget based on upgrades, networking and security.</li> </ul>

PERFORMANCE INDICATORS	TIMELINE	IMPLEMENTING PARTNERS
i. Identify methods of service delivery, one visit service and multi-service.	Jun 2016	CSC, MDAs, PO
ii. Research on methods of service delivery, one-visit service and multi-service conducted.		
iii. Pilot conducted.		
iv. Roll out plan developed with relevant stakeholders.		
v. Policy implemented and approved.		
i. Policy on monitoring and assessment of civil service delivery developed.	Jun 2016	CSC, MDAs
ii. Service charter and SOPs developed.	Jan 2017	
i. Assessment conducted on ICT capacity gap.	Jun 2017	CSC, NCIT, MDAs
ii. Research on developing ICT strategy including infrastructure conducted.	Nov 2017	
iii. ICT strategy developed with relevant stakeholders.	Apr 2018	
iv. ICT strategy approved and implemented.	Jan 2019	

NO.	STRATEGIC OBJECTIVES		STRATEGIC ACTIONS
4.4	Improve data and information access on public policies programs and activities for grassroots.	4.4.1	i. Develop a mechanism for information display.
		4.4.2	i. Develop a more integrated and inter linked database system.

## STRATEGIC THRUST 5:

# INCLUSIVENESS AND COLLABORATIONS

# 5

NO.	STRATEGIC OBJECTIVES		STRATEGIC ACTIONS
5.1	Create opportunities for women to be active in leadership positions of CS.	5.1.1	Research on opportunities for women career development.



PERFORMANCE INDICATORS	TIMELINE	IMPLEMENTING PARTNERS
i. Research on developing a standard mechanism for information display conducted.	Mar 2016	CSC
ii. Roll out plan on standard mechanism for information display developed with relevant stakeholders.	Nov 2016	
iii. Mechanism for information display approved and implemented.	Jan 2017	
i. Data management system established.	Mar 2017	CSC
ii. Training for relevant staff in new data management system conducted.	Jul 2017	

PERFORMANCE INDICATORS	TIMELINE	IMPLEMENTING PARTNERS
i. Research on opportunities for women career development conducted.	Apr 2016	CSC
ii. Consultation on the policy held with relevant stakeholders.	Jan 2017	
iii. Policy approved and implemented.	Jan 2018	

NO.	STRATEGIC OBJECTIVES	STRATEGIC ACTIONS	
		5.1.2	Develop policy for including women in leadership positions.
5.2	Equal job opportunities for people with special needs.	5.2.1	Research on job opportunities for people with special needs.
		5.2.2	Develop policy for including people with special needs in MCS.
5.3	Diversify and enhance cooperation and partnership with national and international development partners.	5.3.1	Arrange bilateral visits.
		5.3.2	Knowledge sharing and participation in relevant international events.
		5.3.3	Improve international networking with diverse agencies.
		5.3.4	Facilitate MOUs and placement for training and attachments.

PERFORMANCE INDICATORS	TIMELINE	IMPLEMENTING PARTNERS
i. Research on a policy framework for including women in leadership positions developed.	Apr 2016	CSC
ii. Consultation on policy held with relevant stakeholders.	Jan 2017	
iii. Policy approved and implemented.	Jan 2018	
i. Assessment on job opportunities for people with special needs developed.	Apr 2016	CSC
ii. Consultations held to discuss findings with relevant stakeholders.	Jan 2017	
i. Draft Policy developed.	Apr 2016	CSC
ii. Draft policy presented to stakeholders.	Sep 2016	
iii. Policy approved and implemented.	Jan 2017	
i. Scheduled Programme.	2016-2020	CSC
i. Scheduled Programme.	2016-2020	CSC
i. Scheduled Programme.	2016-2020	CSC
i. Scheduled Programme.	2016-2020	CSC

NO.	STRATEGIC OBJECTIVES	STRATEGIC ACTIONS	
5.4	Bridge the gap and foster understanding with interest groups, local institutions, NGOs, civil society and other stakeholders.	5.4.1	Identify institutions of common interest and establish partnership.
5.5	Institutionalize and increase research and publication capabilities for monitoring emerging needs for civil service organizations and to find solutions to challenges and obstacles .	5.5.1	Build capacity of a research team through international assistance.
		5.5.2	Identification and adaptation of best practices and good governance program.

	PERFORMANCE INDICATORS	TIMELINE	IMPLEMENTING PARTNERS
	i. Scheduled Programme	2016-2020	CSC
	i. Scheduled Programme	2016-2020	CSC, CSTI
	i. Research publications	2016-2020	CSC, CSTI

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