

CIVIL SERVICE COMMISSION

AN INTRODUCTION



سرویو سہروئہ آؤر سٹشئر
CIVIL SERVICE COMMISSION



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A BRIEF HISTORY

The Maldives Civil Service Commission (CSC) was formed by an Act of Parliament in 2007. The creation of an independent civil service and other reforms introduced by Act of Parliament and the new constitution subscribed to the following major changes:

1. There will be no one service called the Public Service to be administered in one place.
2. The administration of employment service of the government organisations to be removed from the President's Office.
3. A distinction is made for the first time between Civil Service and Political service.
4. Permanent Secretaries and all the other staff members to deliver government policies are to be appointed by the Civil Service Commission.
5. That there will be no Minister or cabinet secretary responsible or to oversee Maldives Civil Service.

The Civil Service Commission consists of five members appointed by the Parliament; including a Chairman and a Vice Chairman who are also appointed by the Parliament.

The Civil Service Commission with its inception on 23 October 2007; took over the challenging task of establishing a modern professional Civil Service in the Maldives. Today the Maldives Civil Service is firmly in place and is working as the most important driving force of the government policy and democratic governance in the Maldives.

CIVIL SERVICE ACT

According to the Maldives Civil Service Act, the main responsibilities of the Civil Service Commission are:

1. Except those excluded from Civil Service as per section 3, to appoint, dismiss and determine the salaries and benefits and to execute everything to implement thereof to serve the people on behalf of the State of the Maldives as per the Constitution, the Laws of the Maldives, policies of the Government.
2. To prepare the employees of the Maldives Civil Service competent in serving the government which is lawful and the People's Majlis fairly, apolitically by respecting the Laws and regulations.
3. To protect the rights of the employees of the Maldives Civil Service and to establish a fair work place.
4. To formulate the responsibilities, rights, powers and duties of the employees of the Maldives Civil Service.
5. To assess whether government offices value the prerequisites of the Maldives Civil Service.
6. To formulate the Regulation and the Code of Conduct of the Maldives Civil Service.
7. To monitor whether the systems established at the main offices of the government to enforce the Regulation, the Code of Conduct of the Maldives Civil Service as per subsection 18(f) and the prerequisites of the Maldives Civil Service are reasonable.
8. To take actions upon evaluation of the complaints lodged to the commission as per section 31.
9. To submit reports on matters regarding the Maldives Civil Service to the People's Majlis (Parliament) as per sections 24 and 25.

10. To implement this Act, the Regulation and the Code of Conduct of the Maldives Civil Service.
11. To investigate and take actions on complaints lodged regarding the breach of this Act and the Code of Conduct by the Senior Officers of the main government offices and the employees of the Maldives Civil Service.
12. To shape the Maldives Civil Service as a career based service or a service which has opportunities in the field.
13. To create leadership role among the employees of the Maldives Civil Service, to train and to attempt to make them able for the work.
14. Where the government needs the advice and instructions regarding the Maldives Civil Service, to provide it.
15. To formulate guidelines to create and repeal positions of the Maldives Civil Service, and to execute them as per the guidelines.

VISION OF CIVIL SERVICE

Our Vision of 3Qs

Quality People,
Quality Performance, and
Quality Service

MISSION OF CIVIL SERVICE

*We are committed
to create a conducive environment
and positive work culture,
geared at delivering
high customer valued services,
to our clients, public,
business & international community.*

FIVE CORE VALUES

Core Values of the Maldives Civil Service is to Solemnly Unify the Entire Members of the Maldives Civil Service, Towards Serving the Clients, People and Nation with the Highest Level of Professionalism, Dedication and Integrity.

The Five Core Values are;

Integrity

Disciplined

Competent

Dedication

Timeliness

MEMBERS OF THE CIVIL SERVICE COMMISSION

Mohamed Fahmy Hassan - Chairman



Mr. Mohamed Fahmy Hassan started his career in 1975 in the broadcasting industry and worked through a variety of fields on his journey to his present post as the Chairman of the Civil Service Commission. He was first elected as a member of the Civil Service Commission in 2007 and later reappointed as Chairman on 17th August 2010. Along the way, he has worked in offices like the President's Office, Ministry of Health and various schools and offices of the Ministry of Education. A Master-Degree graduate from the University of Bath, England, Mr. Fahmy has taught in or managed a total of 11 institutes and all of these schools have benefitted greatly from his vision and skilful management.

He was instrumental in coordinating and managing the work required to establish four different schools across the country. A firm believer of life-long learning, he has also authored several school text books and scripts for educational television and radio programs. His experience in the broadcasting industry has been a significant factor in making him media-friendly and hence, the spokesperson of Civil Service Commission.

Ahmed Hassan Didi - Vice Chairman



Mr. Ahmed Hassan Didi is the Vice Chairman of Civil Service Commission. After having served at various positions in the President's Office since 1986, he was appointed Permanent Secretary of the President's Office in 2008. Mr. Didi's areas of expertise include human resource management, strategic planning and performance management and provide consultancy and training in his own capacity to private and public institutions. In addition to his professional career he also takes pride in working for the social field and is the President of Cricket Board of Maldives.

Mr. Didi completed his Bachelor of Arts in Public Administration (1994), University of Tasmania, Australia and Masters in Public Sector Management (1998), Mona Institute of Business, West Indies. Under an Asia Fellowship Program, Mr. Didi undertook a research in effective methods of performance management in the public service, in Malaysia in 2001.

Dr. Mohamed Latheef – Commissioner



Dr. Mohamed Latheef, since 2007 has served in Civil Service Commission, first as the Chairman and on August 2010 he was reappointed as a commission member. During his 32 years of work experience, Dr. Latheef has served in many esteemed positions such as, Minister of Education (1993-2002), Member of Judicial Service Commission (2008-2010), Chairman of Civil Service Commission (2007-2010), Ambassador of Maldives to USA (2003-2007), Permanent Representative (Ambassador) to UN (2002-2007), Member: National Planning Council (1993-2002), Vice-Chair: National Educational Council (1993-2002), Member: National Educational Council (1989-2002), Chairman: Maldives National Commission for UNESCO (1993-2002), Member: Maldives National Commission for UNESCO (1982-2002), Deputy Minister: Ministry of Atolls Administration (1993), Chairman: Atoll Development Advisory Board (1993) and Member (1979-1985).

In addition, Dr. Latheef also worked in parliamentary positions and key national councils such as, Member of Parliament (2000-2002), served in different positions in Peoples' Special Assembly (1979, 1989, 1992-1997) and Deputy Speaker (1992-1997), National Education Council; Vice Chairperson (1993-2002) & Member (1989-1993) and also he is a member of National Council for Linguistic and Historical Research since 1989. Dr. Latheef has served in numerous boards and commissions and has done creditable work with bilateral and multilateral donors. Dr. Latheef holds a Doctorate in Educational Planning from the University of Wales, UK.

Khadeeja Adam – Commissioner



Ms. Khadeeja Adam was first appointed as a member of the Civil Service Commission on 23rd October 2007. On August 2010, she was appointed as a member of the Civil Service Commission again for a 5 year term. Ms. Khadeeja Adam is an accomplished senior executive and excels in the field of Education, specializing in English Language Teaching and Educational Planning with more than 25 years of combined progressive experience in teaching and management positions. In her early career life, she focused in the teaching field working for a number of years as a teacher trainer and followed on with executive level managerial and planning posts at the Ministry of Education and various departments of the Ministry. While serving as Director, Department of Public Examinations, she co-authored, 'The Dialectic of the International and the National: Secondary School Examinations in the Republic of Maldives', published in the International Journal of Educational Development.

Ms. Khadeeja Adam earned her B.A. Degree in Sociology and Political Science from the University of Tasmania, Australia, her English Language Teaching Diploma from the University of Leeds, UK, and her M.A. Degree (in Education) from Macquarie University, Australia.

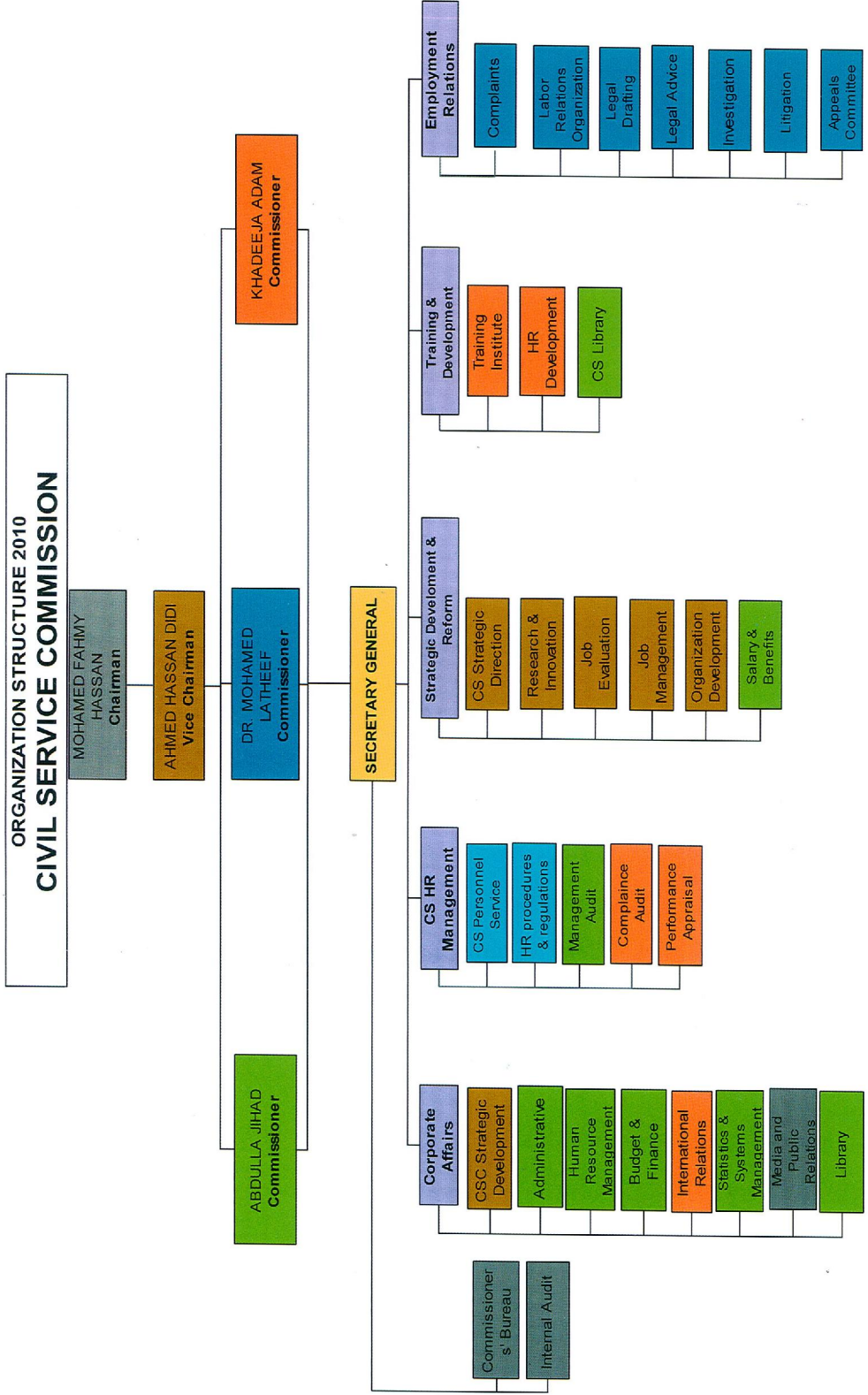
Abdulla Jihad – Commissioner



Mr. Abdulla Jihad has been a member of Civil Service Commission since August 2010. He has held several national leadership positions since joining the government in the year 1980, including roles in Ministry of Finance and Treasury, Department of Inland Revenue and Maldives Monetary Authority. In 2007 he became the Governor of Maldives Monetary Authority and in July 2008 he was appointed as Minister of Finance and Treasury.

Mr. Abdulla Jihad has been a member of numerous professional bodies and has served as a board member in state owned companies and government agencies. Jihad earned his Bachelor of Arts in Economics and Management from University of the South Pacific in 1989 and Master of Management Studies in Economics from University of Waikato in 1996. Though Mr. Abdulla Jihad is an Economist by profession, he likes to teach as hobby. He also served as the chairperson of the Civil Servants Association before he became a member at the Commission.

ORGANISATION CHART



CSC SECRETARIAT: A BRIEF DESCRIPTION

Strategic Development & Reform Division is responsible for the work of organisational development, job analysis and structuring, pay and remuneration, conducting research and policy development.

CS HR Management Division develops rules and regulations on civil service recruitment, promotion, transfer, termination, formulates internal CSC Secretariat's human resource policies including recruitment and staff salaries and benefits; and liaises with other ministries regarding above and pensions.

Management Audit, Compliance Audit, Performance Appraisal Units of this division handles performance management, including individual performance appraisal of civil servant, and compliance and management audit of government ministries, departments and authorities.

Corporate Affairs Division handles administrative and financial matters of the CSC Secretariat which includes issues related to the organisational structure of the Secretariat, recruitment, dismissal, pay and remuneration of staff and HR management and development.

ICT and Statistics Unit is responsible for setting up ICT structures in the CSC Secretariat, ICT outreach, and managing civil service databases.

International Relations Unit carries out the work of establishing and strengthening links with relevant international organisations, institutions and bodies as well as coordinate participation in seminars, workshops, and trainings overseas by Commissioners and staff of the CSC Secretariat.

Media and Public Relations Unit handles all media and public relations issues. The Unit also acts as the publications unit of the CSC Secretariat including

design and layout of publications. The Unit also oversees the front office/reception of the CSC Secretariat.

Training and Development Division includes the **Civil Service Training Institute (CSTI)** which is responsible for providing training and development programs suited to the identified and prioritized needs of the Civil Service.

Employment Relations Division handles and processes complaints from civil servants and the general public. The division also provides legal advice to the CSC.

Commissioners' Bureau: under the Commission Chairman's Office provides overall coordination of functions and programmes within the CSC.

Internal Audit: review the reliability and effectiveness of the financial and internal control systems of the CSC.



Background

The Republic of Maldives has had a long-standing and consistent policy of training government sector employees. As far back as the 1980s there existed an Institute of Management & Administration which conducted skills training across the public service and this function was later taken up by the Public Service Training Institute (PSTI), with some of the training activities eventually being delivered by the Maldives Institute of Higher Education which, since January 2011, has been part of the National University.

In addition to this commitment to local public service training provision there was – until the very recent policy change – also an emphasis on long term study programs involving periods spent overseas at universities, primarily in the UK, South Asia and Australia. Over the years, this policy produced numbers of competent graduates who were appointed to senior, middle management and technical posts within the government.

The Civil Service Training Institute (CSTI) was established on 28 December 2009 to provide training and development programs suited to the identified and prioritized needs of the Civil Service. Ideally, training and development enhances the performance of civil servants by increasing their job effectiveness in line with the mission of the Civil Service Commission of providing high quality services to the public in the implementation of government programs. The CSTI is crucial to the development of both the Civil Service and the Maldives as a whole, as it is the primary role of trained civil servants to deliver services and administer resources vital to the efficient functioning of the nation.

VISION OF CSTI

To be a training & development institute of the highest quality, ensuring a modernized, world-class civil service for the Maldives.

MISSION OF CSTI

To deliver quality programs based on prioritized training needs, resulting in a cadre of civil service officers committed to serving the people of the Maldives to the best of their ability.

The Civil Service Training Institute was established on 28 December 2009.

GOAL OF CSTI

*‘To help build **a civil service of the highest quality** through the provision of opportunities for officers to **develop** knowledge, skills and abilities in order that they reach their potential as individuals and as servants of the public’.*

PRIMARY FUNCTIONS OF CSTI

The primary **functions** of the CSTI, in line with those of similar institutes are to:

1. Identify the skills and knowledge required in different posts and conduct training programs to equip employees with knowledge and skills relevant to their posts.
2. Conduct training needs assessments on an on-going basis to identify and validate the training needs referred to above.
3. Build leadership skills, through development programs based on identified needs and on civil service values.
4. Customize management development curricula focused on the prior assessment of the specific supervisory tasks of target individuals and groups.
5. Equip civil servants to respond rapidly to new government priorities, both nationally and internationally.
6. Inculcate in civil servants a culture of political neutrality and professionalism in implementing the policies and programs of the government.
7. Organize and conduct seminars and workshops on relevant public administration topics in conjunction with overseas training institutions.

8. Promote and sustain a culture of continuous learning in the civil service to improve the performance of civil servants and reinforce the basic principles and core values of the civil service.
9. Plan and organize induction and orientation programs.
10. Encourage a global consciousness in civil servants by promoting international exchange activities based on joint learning and benchmarking of best practice.



A Profile on Maldives

Maldives comprise of 1190 very small coral islands in the Indian Ocean, located south west of India. The capital island is called Male'. The islands of the archipelago are clustered in 26 geographical atolls naturally arranged in a double chain 860 kilometres long and 120 kilometres wide covering over 100,000 sq kilometres of ocean. As per data collected in 2010, 194 islands are inhabited, about 100 islands are used for resort hotels, and a few others used for industrial purposes.

The population of the Maldives is 298,968 (2006 census); 151459 males and 147509 females. Capital Male' hosts 34% of the population. Maldivess, today, are very homogenous and are united by one native language – Dhivehi and one religion- Islam.

Economy

The economy of the country revolves around two main industries: tourism and fishing. Tourism alone accounts for 70% of foreign revenue and 30% of the



GDP. This large dependency on one sector makes the economy vulnerable. For the past decade, the Maldives economy had been expanding at an average of 5%, except for the contraction of the economy in the year 2005 due to the tsunami of December 2004. Entire Maldives was seriously affected by the Tsunami and most of them still under recovery.

GDP per capita is one of the highest in South Asia at \$4071 in 2008. However, income inequality and inflation is high. Inflation in the year 2009 was 12%.

Governance

The Maldives is a Presidential Republic with a President and Vice President elected every five years. The Judiciary is independent and the Legislature is separate from government. The law-making body is called 'The People's Majlis'. The Maldives was a sultanate for 800 years before it became a Republic in 1953. But having elapsed back into Sultanate again, it adopted a republican form of state in 1968. The Maldives was a British Protectorate from 1887 to 1965, gaining independence on 26th July 1965. Maldives joined United Nations on 21 September 1965 and became a Member of the Commonwealth on 9 July 1982.

The Democratic Reforms

In the year 2003 the citizenry in Maldives demanded for a comprehensive democratic

reform. Today Maldives is going through a period of profound political, economic and social



transformations.

June 2005 Maldives Parliament unanimously voted to legally recognize political parties and currently there are eight political parties.

In 2008 a new constitution was introduced where executive, judiciary and parliament became totally independent and a number of independent institutions were created, such as:

- *The Civil Service Commission*
- *The Judicial Service Commission*
- *The Election Commission*
- *The Auditor General's Office*
- *Human Rights Commission of the Maldives*
- *Prosecutor General's Office*

Evolution of Civil Service

The public service in the Maldives has evolved over hundreds of years without much direct intervention or imposition by foreign rulers. The atolls were governed by governors appointed by the sovereign or the head of state. In earlier times, they conducted affairs with considerable autonomy. As transport and communication improved, central direction increased, and in the recent past, they conducted business with directions from President's Office and the respective ministries.

1960s and 1970s witnessed a period of structuring government to shape up on modern government models. The creation of Maldives and procedures for conduct of official business were enacted into Law. From 1979 through 1990s, a series of public service and administrative reforms was introduced into government. The importance of transparent government and running the government according to modern democracy were highlighted during the subsequent years.

In September 1999 Public Service Division was created in the President's Office. The PSD was charged with appointment, transfer and termination, and determination of salaries and allowances of all public employees. It was also acting as the central body for public service reform and modernization of the country.

However, from 2003 until the enforcement of the Civil Service Act in 2008, the Division gave little regard to standards and rules established thus far in conducted recruitment, promotions, termination and all public service related activities. Posts were created unrelated to jobs, promotions were awarded on mass scale without any regard to performance, and political motive became the norm rather than the exception for decisions in the Division. The pressure

culminated into the formation of the Civil Service Commission in 2008 by the Civil Service Act of 2007.

Alongside the establishment of the Civil Service Commission, a new constitution and the reform package were introduced to address a number of shortcomings in the governance of the state. A number of other independent commissions and posts were created to discharge state functions.

Currently there are over 20,000 civil servants working in the government ministries, departments and agencies who are managed by the Civil Service Commission with the help of the appointed Permanent Secretaries of each ministry.





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