



# **MALDIVES CIVIL SERVICE STRATEGIC PLAN**

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# FOREWORD FROM THE PRESIDENT OF CIVIL SERVICE COMMISSION

The Third Strategic Plan of the Maldives Civil Service for the five-year period 2021 to 2025, presents the strategic direction of civil service for the stated period in achieving its goals towards envisioned development of the country.

The Third Strategic Plan has also taken stock of the previous strategic plans and will cater for human resource needs of the service for the timely execution of development plans pursued by the government and aims to pool and mobilize the required talent and other resources. It will mark a phase of enhanced digital transformation of human resources management, decentralization and empowerment and upgrading of skills and competencies of civil servants. Efforts are also targeted to further enhance service levels of ministries, councils and other civil service entities through training and development. It also aims to introduce and utilize innovation into the services through the use of ICT and other modern means towards the creation of an efficient and credible workforce. Inclusion of the relevant stakeholders in information gathering and consultation for effective decision making is also a cornerstone of the plan.

While enunciating the five key Strategic Thrusts laid out in this plan, we are committed to uphold the core values of our service and determined to accomplish our vision. It is our earnest hope that the Third Strategic Plan will provide the required adaptability to the growing demands from the citizens and the evolving technologies to implement this phase of the Maldives Civil Service that will be innovative, efficient and smart to exercise the goals.

As we embrace the digital technology available to modernize the workplace with the aim of becoming a smart and efficient workforce while striving to achieve higher service excellence and customer satisfaction, we also seek much needed cooperation from all our partners that will help us successfully to reach our targets.

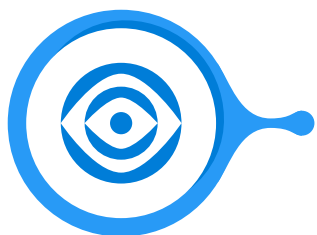
Mohamed Nasih  
President  
Civil Service Commission

## 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.

# 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

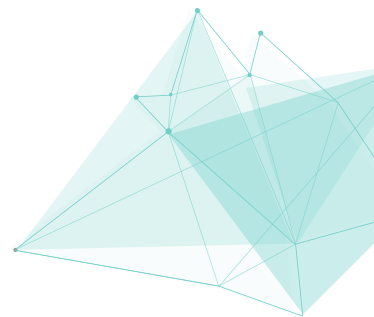
Discipline

Competence

Dedication

Timeliness

# STRATEGIC THRUSTS



1

STRATEGIC THRUST 1

**SERVICE EXCELLENCE**



2

STRATEGIC THRUST 2

**DIGITAL TRANSFORMATION**



3

STRATEGIC THRUST 3

**SAFE WORK INITIATIVE**



4

STRATEGIC THRUST 4

**MODERNIZATION**



5

STRATEGIC THRUST 5

**DIVERSITY AND INCLUSION**



# 1

## STRATEGIC THRUST 1

# SERVICE EXCELLENCE

No.	Strategic Objectives		Strategic Actions	Performance Indicators (Deliverables)
1.1	Amend the Civil Service Act 2007 to develop a modern and innovative civil service	1.1.1	Establish work Committees to revise Civil Service Act for the purpose of innovating and modernizing Maldives Civil Service	i.TORs drafted, outlining role and responsibilities of the committee
				ii. Committee established and operational with membership from Civil Service Commission, MDAs and technical experts
				iii. Draft amendments proposed for Civil Service Act (2007)
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 Civil Service Commission, Permanent Secretaries and political team can work	i. Committee established
				ii. Dialogue platform developed and endorsed
				iii. Implementation of the dialogue platform
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 bring together Permanent Secretaries and the Ministerial team to develop policy and long term strategy for MDAs	i. Portfolio responsibility for development of HRMD board assigned at commission level
				ii. Concept paper on restructured HRMD management boards developed
				iii. New structure for the HRMD management boards approved and implemented

\* Acronyms:

TOR = Terms of Reference

MDA = Ministries, Departments, Agencies

HRMD = Human Resource Management and Development

1.4	Strengthen Civil Service 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	i. Review of Civil Service Commission code of conduct and procedures conducted
		1.4.2	Strengthen disciplinary action to improve negligence and under performance	i. Portfolio responsibility for development of policy assigned at commission level
				ii. Concept paper developed
				iii. Policy approved and implemented
1.5	Establish transparent inquiry system	1.5.1	Create and implement a policy on complain and inquiry	i. Portfolio responsibility for development of transparent inquiry system assigned at commission level
				ii. Policy on transparent inquiry system developed
				iii. Policy Implemented



# 2 STRATEGIC THRUST 2

## DIGITAL TRANSFORMATION

No.	Strategic Objectives		Strategic Actions	Performance Indicators (Deliverables)
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	i. Research on career development strategy conducted
				ii. Policy developed and pre-tested
				iii. The strategy and policy on career development and succession implemented
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 Maldives Civil Service	i. Annual training plan for MDAs developed (2021-2025)
		2.2.2	On-the-job-training, & mentoring /coaching program for existing staff & new recruits in MDAs	i. Mapping study conducted to Identify job competency & requirements for on-the-job training
				ii. Jobs & personnel that require on-the job-training & mentoring identified
				iii. On-the-job-training, coaching & mentoring requirements developed
				iv. Civil service examination process established
		2.2.3	Develop and institutionalize the function of leadership, management & professional advancement program within Civil Service Training Institute	i. Training needs analysis to identify the gaps conducted
				ii. Capacity development programs based on leadership, knowledge, competency, skills & innovation developed
				iii. Career development programs for dedicated & high performing Civil Servants conducted (Jan 2018-Dec 2020)

\* Acronyms:

MDA = Ministries, Departments, Agencies

		2.2.4	Encourage continuous knowledge seeking and knowledge generation	i. Assessment conducted with MDAs to identify resource gap needed for continuous knowledge seeking and generation
				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 a mechanism to monitor impact
				iv. Roll out the capacity development program for continuous knowledge seeking and generation at all MDAs
		2.2.6	Establish and introduce digital and distanced learning solutions for outreach training programs through e-learning programs for Maldives Civil Service	i. Assessment conducted with MDAs to identify resource gap needed for e-learning
				ii. Assessment conducted to identify capacity gaps and required trainings
				iii. E-learning development plan and capacity development plan developed and adapted, including a mechanism to monitor impact
				iv. Roll out the capacity development program for e-learning to all MDAs

**\* Acronyms:**  
MDA = Ministries, Departments, Agencies

		2.2.7	Strengthening work ethics, dedication and integrity through all training programs	i. Assessment conducted with MDAs to identify resource gaps needed
				ii. Consultation organized to assess organizational, departmental and individual goals and identify capacity gaps and mapped
				iii. A capacity development plan developed and adapted, including a mechanism to monitor impact
				iv. Roll out the capacity development programs to all MDAs
		2.2.8	Promote and inculcate Civil Service culture that is courteous, respectful	i. Assessment conducted with MDAs to identify resource gaps and capacity gaps
				ii. A training plan developed and adapted
				iii. Roll out the training programs to all MDAs
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	i. Research on the intrinsic and extrinsic reward packages for civil servants conducted
				ii. Proposal with increment and streamlined salaries and allowances and pre-test developed
				iii. Roll out plan developed with relevant stakeholders
				iv. Intrinsic and extrinsic reward packages for civil servants approved and implemented

\* Acronyms:  
MDA = Ministries, Departments, Agencies



		2.3.2	Promote work life balance and healthy lifestyle	i. Concept on establishment of a functional Civil Service Club developed
				ii. Concept note presented and approved
				iii. Funds and any infrastructure needed for the establishment of a functional Civil Service Club secured
				iv. Functional Civil Service Club established
		2.3.3	Macro study on security at workplace and work facility sufficiency	i. Study conducted on security at work place and work facility sufficiency
				ii. Reports on security at work place and work facility sufficiency and pre-test finalised
				iii. Roll out plan developed on security at work place and work facility sufficiency with relevant stakeholders
				iv. Policy on security at work place and work facility sufficiency approved and implemented

2.4	Enhance workplace relations and develop effective mediation and dispute resolution mechanism	2.4.1	Review policy on mediation and dispute resolution	i. Conduct an assessment on the current mechanism and develop recommendations
				ii. Mediation and dispute resolution mechanism developed and piloted
				iii. A roll out plan for all MDAs developed
				iv. Policy on mediation and dispute resolution mechanism established and implemented
2.5	Improve recruitment and selection procedures	2.5.1	Development of competency based model and revise merit definition or components	i. Research on competency based model to identify the components for revision conducted
				ii. Competency based model developed and pilot conducted
				iii. Roll out plan developed
				iv. Competency based model with revised merit definition developed and implemented

\* Acronyms:

MDA = Ministries, Departments, Agencies

# 3 STRATEGIC THRUST 3

## SAFE WORK INITIATIVE

No.	Strategic Objectives		Strategic Actions	Performance Indicators (Deliverables)
3.1	De-regulate the Civil Service regulatory framework.	3.1.1	Strengthen and institutionalize the decentralized Civil Service employment functions	i. Assessment conducted on the existing de-regulatory framework and its effectiveness
				ii. Amendments proposed to de-regulatory framework
				iii. Amendments approved and implemented
				iv. Audit mechanism developed and pilot audits conducted
		3.1.2	Re-formulate Civil Service regulation on a deregulated model	i. Assessment on an effective deregulated model for Civil Service regulation conducted
				ii. Roll out plan for the model developed study with relevant stakeholders
				iii. Model and roll out plan approved and implemented
3.2	Review and strengthen the performance management system	3.2.1	Develop pay scale for a performance based evaluation system	i. Research on pay scale modalities for performance based evaluation system
				ii. Roll out plan developed with stakeholders
				iii. Policy on pay for performance based system approved and implemented

3.3	Develop effective mechanisms of compliance and post-employment auditing	3.3.1	Review compliance and establish system for post-employment auditing	i. Review of compliance improvement methods conducted
				ii. Review on compliance improvement methods and pretest conducted
				iii. Policy on post-employment auditing developed.
				iv. Policy on post-employment implemented
3.4	Monitoring, evaluating and rating organizational performance of all MDAs	3.4.1	Developing criteria for STAR RATING	i. An expert to develop the criteria for STAR RATING recruited
				ii. STAR RATING criteria and pilot conducted
				iii. Roll out plan on STAR RATING criteria developed with relevant stakeholders
				iv. STAR RATING criteria approved and implemented
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	i. Expert to assess all MDAs recruited
				ii. Policy and schedule developed to review all MDAs developed
				iii. Reviews of all MDAs conducted
				iv. Implement reviews, findings and recommendations with MDAs
				v. Facilitate to update and manage organizational structures of MDAs

\* Acronyms:

MDA = Ministries, Departments, Agencies

## 4 STRATEGIC THRUST 4 MODERNIZATION

No.	Strategic Objectives		Strategic Actions	Performance Indicators (Deliverables)
4.1	Strengthen the governance and management of Civil Service delivery	4.1.1	(i) Implement rigorous monitoring and assessment of Civil Service delivery (ii) Explore possibilities of more services with one visit (iii) Expand multi-service and hotline call center	i. Identify methods of service delivery, one visit service and multi- service
				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
4.2	Foster an environment of individual responsibility for all staff towards ensuring declared service standards	4.2.1	(i) Develop mechanisms to ensure greater responsiveness towards customers	i. Policy on monitoring and assessment of Civil Service delivery developed
			(ii) Strive towards establishing the protocols articulated in Civil Service reform manual	ii. Service charter and Standard Operating Procedures (SOPs) developed



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	(i) Survey on infrastructure resources and availability of online service (ii) Reduce the transaction costs of collaboration, through increased standardization and HR systems (iii) Develop ICT budget based on upgrades, networking and security	i. Assessment conducted on ICT capacity gap
				ii. Research on developing ICT strategy including infrastructure conducted
				iii. ICT strategy developed with relevant stakeholders
				iv. ICT strategy approved and implemented
4.4	Improve data and information access on public policies programs and activities for grassroots	4.4.1	Develop a mechanism for information display	i. Research on developing a standard mechanism for information display conducted
				ii. Roll out plan on standard mechanism for information display developed with relevant stakeholders
				iii. Mechanism for information display approved and implemented
		4.4.2	Develop a more integrated and inter-linked database system	iv. ICT strategy approved and implemented
				ii. Training for relevant staff in new data management system conducted

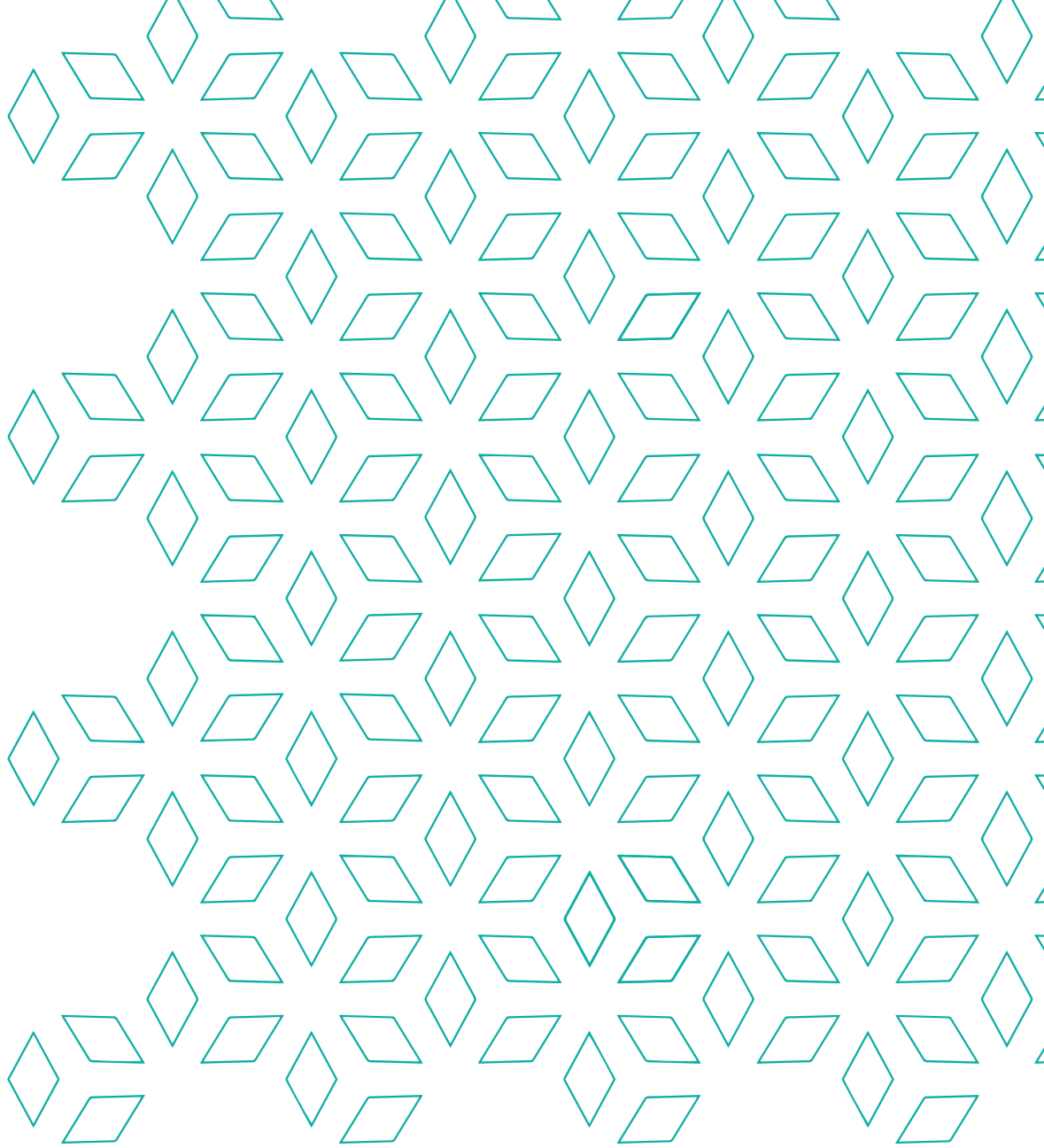
\* **Acronyms:**

ICT = Information and Communication Technology

# 5 STRATEGIC THRUST 5 DIVERSITY AND INCLUSION

No.	Strategic Objectives		Strategic Actions	Performance Indicators (Deliverables)
5.1	Create opportunities for women to be active in leadership positions of Civil Service	5.1.1	Research on opportunities for women career development	i. Research on opportunities for women career development conducted
				ii. Consultation on the policy held with relevant stakeholders
				iii. Policy approved and implemented
		5.1.2	Develop a policy for including women in leadership positions	i. Research on a policy framework for including women in leadership positions developed
				ii. Consultation on the policy held with relevant stakeholders
5.2	Equal job opportunities for people with special needs	5.2.1	Research on job opportunities for people with special needs	i. Assessment on job opportunities for people with special needs developed
				ii. Consultation held to discuss findings with relevant stakeholders
		5.2.2	Develop a policy for including women in leadership positions	i. Draft policy developed
				ii. Draft policy presented to stakeholders
				iii. Policy approved and implemented

5.3	Diversify and enhance cooperation and partnership with national and International partners	5.3.1	Arrange Bilateral Trips	i. Scheduled Program
		5.3.2	Facilitate MoUs and placement for training and attachments	i. Scheduled Program
5.4	Bridge the gap and foster understanding with interest groups, local institution, NGOs civil society and other stakeholders	5.4.1	Identify institutions of common interest and establish partnership	i. Scheduled Program
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	i. Research publications



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