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CIVIL SERVICE COMMISSION

MALDIVES CIVIL SERVICE STRATEGIC PLAN 2026 - 2030



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FOREWORD FROM THE PRESIDENT OF CIVIL SERVICE COMMISSION

The Fourth 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 Fourth 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 using ICT and other modern means towards the creation of an efficient and credible workforce. 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 Fourth 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.

Uz. Mohamed Mujuthaz
President
Civil Service Commission

ACRONYMS

Civil Service
Commission CSCMinistries/
Departments/
Agencies MDACivil Service
Training
Institute CSTIInformation
Communication
Technology ICTMaldives Digital
Service MDSKey
Performance
Indicators KPIStandard
Operating
Procedure SOPEmployment
Audit Module EAMAdvisory
Committee ADCOMLocal Council
Secretary
Generals LCSGPermanent
Secretaries PSSecretary
Generals SG

Public Relation PR

Crisis
Management
System CMSLearning
Management
System LMSPersons with
Disabilities PWDsEXECUTIVE
SUMMARY

The Maldives Civil Service Strategic Plan 2026–2030 outlines a clear, evidence-based, and actionable roadmap to strengthen the performance, capability, integrity, and resilience of the Maldives Civil Service over the next five years. Developed under the mandate of the Civil Service Commission (CSC), the Strategic Plan directly addresses persistent system-level challenges identified through comprehensive analysis and nationwide stakeholder consultations, while aligning with national development priorities and public sector reform objectives.

The Strategic Plan is grounded in three core realities. First, the Maldives Civil Service is underpinned by a strong legal and institutional framework and a committed workforce. Second, performance challenges persist not because of weak policy intent but because of execution constraints arising from fragmented systems, uneven capability, rigid processes, and rising workload pressures, particularly in councils. Third, external drivers such as digital transformation, fiscal constraints, environmental risks, and rising citizen expectations demand a more integrated, adaptive, and performance-oriented civil service.

In response, the Strategic Plan is organised around five mutually reinforcing Strategic Thrusts:



Each Strategic Thrust is supported by clearly articulated Strategic Objectives, targeted Strategic Actions, and a robust set of Key Performance Indicators (KPIs). Together, they form a coherent reform framework focused on enabling delivery, strengthening leadership and workforce capability, modernising systems and processes, and embedding accountability and learning across the civil service.

Implementation of the Strategic Plan will be overseen by the Civil Service Commission in its role as a system enabler, working in close coordination with ministries, departments, agencies, and island, atoll, and city councils. Progress will be tracked through an integrated Monitoring, Evaluation, and Learning (MEL) framework designed to promote evidence-based decision-making, continuous improvement, and institutional accountability.

The Strategic Plan represents a collective commitment to building a professional, responsive, and future-ready civil service capable of delivering high-quality services to all citizens of the Maldives.



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. 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.

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

CHAPTER 1: INTRODUCTION AND STRATEGIC CONTEXT

1.1 MANDATE OF THE CIVIL SERVICE COMMISSION

The Civil Service Commission is constitutionally mandated to establish and regulate a professional, independent, and merit-based civil service. Its responsibilities include setting standards, overseeing recruitment and performance management, promoting fairness and integrity, and strengthening institutional capacity across the civil service system. This Strategic Plan provides the Commission with a structured framework to fulfil its mandate over the period 2026–2030.

1.2 PURPOSE AND SCOPE OF THE STRATEGIC PLAN

The purpose of the Maldives Civil Service Strategic Plan 2026–2030 is to provide a clear strategic direction for strengthening civil service performance and capability in a rapidly changing national and global context. The Plan is system-wide in scope, covering all ministries, departments, agencies, and island, atoll, and city councils operating under the civil service framework.

The Strategic Plan focuses on enabling delivery rather than restating policy intent. It prioritizes practical reforms that strengthen systems, processes, leadership, and workforce capability, while recognizing the diverse operating contexts across the Maldives.

1.3 TIMEFRAME AND ALIGNMENT

The Strategic Plan covers the five-year period from 2026 to 2030. It aligns with:



National development
and reform priorities



Public sector
modernisation and digital
government initiatives



The legal and regulatory
framework governing the
civil service

The Plan builds on, and should be read in conjunction with, the Inception Report, Situational Analysis Report, and Stakeholder Consultation Report prepared as part of the strategic planning process.

CHAPTER 2: CURRENT STATE OF THE MALDIVES CIVIL SERVICE

2.1 OVERVIEW

This chapter presents a concise synthesis of the current state of the Maldives Civil Service, drawing on evidence from document review, system-level analysis, and nationwide stakeholder consultations. Detailed analysis is provided in the accompanying Situational Analysis and Stakeholder Consultation Reports; this chapter highlights the key patterns and implications relevant to strategic decision-making.

2.2 KEY SYSTEM-LEVEL CHALLENGES

Across ministries, departments, agencies, and island, atoll and city councils, the analysis identified several recurring challenges:

- Strong policy intent but persistent gaps in execution
- Uneven capability at middle-management and specialist levels
- Rising workload pressures and wellbeing concerns, particularly in councils
- Fragmented HR, administrative, and digital systems
- Rigid procedures that constrain responsiveness and innovation
- Weak linkage between performance management, development, and accountability

2.3 OPERATING CONTEXT AND EXTERNAL DRIVERS

External factors, including fiscal constraints, rapid technological change, environmental and climate risks, and rising citizen expectations, are intensifying demands on the civil service. These drivers reinforce the need for a strategic response that is integrated, adaptive, and focused on strengthening delivery enablers.

2.4 IMPLICATIONS FOR THE STRATEGIC PLAN

The current state analysis underscores the need for a Strategic Plan that:

- Prioritizes system-level enablers over isolated initiatives.
- Strengthens leadership, capability, and accountability.
- Recognizes differentiated operating contexts across institutions and councils.
- Uses data, digital tools, and performance information to drive improvement

These implications directly inform the strategic framework set out in the following chapters.

CHAPTER 3: STRATEGIC FRAMEWORK

3.1 VISION

A professional, trusted, and future-ready Maldives Civil Service that delivers high-quality, equitable, and citizen-centered services, enabled by capable leadership, modern systems, and a values-driven workforce.



3.2 STRATEGIC INTENT

The Strategic Plan is anchored in the intent to strengthen the Maldives Civil Service as a coherent system that is capable of delivering results in a complex and evolving national context. Rather than focusing on isolated reforms, the Plan prioritizes system-level enablers that improve how institutions work together, how leaders manage people and performance, and how services are delivered to citizens across all islands and councils.

The Strategic Framework reflects a shift from compliance-driven administration to performance-oriented public service, where accountability, learning, and continuous improvement are embedded in everyday practice.

3.3 GUIDING PRINCIPLES

Implementation of the Strategic Plan will be guided by the following principles:

Citizen-centred service delivery:

Public services are designed and delivered with the needs, expectations, and lived experiences of citizens at the center.

Professionalism and integrity:

The civil service upholds merit, fairness, ethical conduct, and accountability at all levels.

Equity and inclusion:

Policies and practices ensure fair access to opportunities, safe workplaces, and inclusive service delivery across institutions and councils.



Capability and leadership:

Sustainable reform depends on strong leadership, skilled managers, and continuous workforce development.

Digital enablement:

Technology, data, and analytics are used as enablers to improve efficiency, transparency, and decision-making.

Learning and adaptability:

Performance information is used to learn, adapt, and improve rather than to penalize.

3.4 STRATEGIC THRUSTS

The Strategic Plan is structured around five mutually reinforcing Strategic Thrusts, each addressing a critical dimension of civil service performance and reform:



Together, these Strategic Thrusts provide a coherent framework for action, ensuring that improvements in systems, people, and culture are pursued in an integrated and mutually reinforcing manner.

CHAPTER 4:

STRATEGIC THRUST 1: BUILDING A WORLD-CLASS CIVIL SERVICE

4.1 RATIONALE

Building a World-Class Civil Service is foundational to improving public trust, service quality, and institutional effectiveness across the Maldives. Evidence from the Situational Analysis and Stakeholder Consultations indicates that while service standards and procedures exist, their application is uneven across institutions and councils, coordination challenges persist, and performance information is not consistently used to drive improvement. Citizens continue to experience variability in service quality, timeliness, and responsiveness, particularly at the local level.

This Strategic Thrust focuses on strengthening the core service delivery architecture of the civil service by clarifying service standards, simplifying processes, improving coordination across institutions, and embedding performance and accountability mechanisms. The emphasis is on practical reforms that improve how services are designed, delivered, monitored, and improved, rather than introducing additional layers of compliance.

4.3 IMPLEMENTATION FOCUS

Implementation of this Strategic Thrust will prioritize institutions and service areas with high citizen interaction and workload pressure, particularly councils. The Civil Service Commission will play a system-enabling role by setting standards, monitoring performance, and facilitating coordination, while ministries, agencies, and councils will be responsible for implementation and continuous improvement.

4.2 STRATEGIC OBJECTIVES (SO)

The following Strategic Objectives guide action under this Thrust:

- SO 1.1: Strengthen world-class citizen-centered service delivery standards across the civil service
- SO 1.2: Improve nationally consistent and high quality frontline service delivery in island and city councils across institutions
- SO 1.3: Reduce procedural rigidity and service bottlenecks affecting responsiveness
- SO 1.4: Strengthen accountability for service performance and outcomes
- SO 1.5: Promote a high- performance whole-of- government service culture based on trust and professionalism
- SO 1.6: Motivate civil servants to achieve high performance through an improved reward and recognition system
- SO 1.7: De-regulate the Civil Service regulatory framework



CHAPTER 5:

STRATEGIC THRUST 2: SMART AND CONNECTED GOVERNANCE

5.1 RATIONALE

Smart and Connected Governance is central to improving the effectiveness, efficiency, and resilience of the Maldives Civil Service. Analysis undertaken for this Strategic Plan identified significant fragmentation in digital systems, inconsistent use of platforms, limited interoperability, and uneven access to reliable management information across institutions and councils. These challenges constrain service delivery, increase administrative burden, and limit the ability of leaders to make timely, evidence-based decisions.

This Strategic Thrust responds to these challenges by shifting the focus of digital reform from isolated system development to integrated digital governance. It emphasizes interoperability, standardization, data governance, analytics, cybersecurity, and institutional readiness for digital change. The intent is not technology for its own sake, but the purposeful use of digital systems and data to support better planning, coordination, service delivery, and risk management across the civil service.

5.3 IMPLEMENTATION FOCUS

Implementation of this Strategic Thrust will be undertaken in close coordination with central digital agencies, particularly the National Centre for Information Technology, while maintaining the Civil Service Commission’s role in setting standards, monitoring compliance, and enabling system-wide coherence. Particular emphasis will be placed on ensuring councils are adequately supported and included in digital reforms, recognizing their operational constraints and service delivery responsibilities.

Phasing will prioritize foundational enablers, such as digital architecture, interoperability, and data governance, before scaling advanced analytics and automation. Cybersecurity and system resilience considerations will be integrated throughout implementation to ensure that digital transformation strengthens, rather than exposes, institutional risk.

5.2 STRATEGIC OBJECTIVES

The following Strategic Objectives guide action under this Thrust:

- SO 2.1: Integrate HR, administrative, and performance management systems for connected governance.
- SO 2.2: Establish digital platforms to minimize duplicate and manual processes enhance efficiency and transparency
- SO 2.3: Strengthen strategic use of data for decision- making
- SO 2.4: Build digital capability and readiness across the civil service
- SO 2.5: Ensure safe, secure, and resilient digital systems
- SO 2.6: Promote International digital knowledge exchange
- SO 2.7: Establish a hybrid model to right size civil service organizations to develop lean and efficient organizational framework

CHAPTER 6:

STRATEGIC THRUST 3: DIGNITY, SAFETY, AND WELL-BEING AT WORK

6.1 RATIONALE

A safe, respectful, and supportive work environment is essential to sustaining performance, professionalism, and public trust in the Maldives Civil Service. Findings from the Situational Analysis and Stakeholder Consultations highlight growing workload pressures, stress, and wellbeing concerns across the civil service, with particular intensity in councils and frontline service environments. While policies related to occupational safety, conduct, and grievance handling exist, their application is uneven and often reactive rather than preventive.

This Strategic Thrust recognizes that dignity, safety, and wellbeing are not peripheral workforce issues, but core enablers of effective service delivery. It focuses on strengthening institutional mechanisms that promote respectful workplace behavior, protect staff from harm, support mental health, and ensure that leaders and managers are equipped to prevent and resolve workplace conflict. The emphasis is on creating consistent, practical safeguards that apply across institutions and locations.

6.3 IMPLEMENTATION FOCUS

Implementation of this Strategic Thrust will prioritize preventive and system-wide measures rather than ad hoc responses to individual incidents. The Civil Service Commission will strengthen standards, guidance, and oversight related to workplace conduct, safety, and wellbeing, while institutions and councils will be responsible for applying these measures consistently in their operating contexts.

Special attention will be given to councils and high-pressure service environments, where infrastructure constraints, staffing shortages, and exposure to environmental risks amplify wellbeing challenges. Leadership accountability, staff engagement, and continuous monitoring will be critical to ensuring that dignity, safety, and wellbeing are embedded as core organizational values rather than treated as compliance obligations.

6.2 STRATEGIC OBJECTIVES

The following Strategic Objectives guide action under this Thrust:

- SO 3.1: Improve workplace wellbeing, safety, and resilience.
- SO 3.2: Promote healthier work Practice and work-life balance
- SO 3.3: Strengthen dignified, respectful workplace relations and conduct
- SO 3.4: Improve workplace facilities, safety standards, and infrastructure, particularly in councils.
- SO 3.5: Strengthen preparedness for environmental and crisis- related disruptions

CHAPTER 7:

STRATEGIC THRUST 4:

HUMAN CAPITAL DEVELOPMENT

7.1 RATIONALE

A capable, motivated, and future-ready workforce is the cornerstone of an effective civil service. The Situational Analysis and Stakeholder Consultations consistently highlighted gaps in leadership capability, specialist skills, succession planning, and access to structured learning opportunities across the Maldives Civil Service. These gaps are most visible at middle-management and supervisory levels and are particularly acute in councils, where limited access to training and specialist expertise constrains service delivery.

This Strategic Thrust focuses on strengthening the full human capital lifecycle—from leadership development and specialist skills acquisition to succession planning and continuous learning. The emphasis is on moving beyond ad hoc training towards structured pathways, institutional learning systems, and stronger linkages between performance, development, and career progression.

7.2 STRATEGIC OBJECTIVES

The following Strategic Objectives guide action under this Thrust:

- SO 4.1: Strengthen leadership and middle-management capability
- SO 4.2: Address specialist skills gaps critical to service delivery
- SO 4.3: Strengthen succession planning and talent Pathways
- SO 4.4: Improve alignment between performance, training, and career progression
- SO 4.5: Promote continuous learning and professional development

7.3 IMPLEMENTATION FOCUS

Implementation of this Strategic Thrust will prioritize leadership and management capability as a system-wide enabler, recognizing that sustained reform depends on how people are led, supported, and developed. The Civil Service Commission will strengthen frameworks, standards, and oversight, while training institutions, ministries, agencies, and councils will play a central role in delivery.

Particular emphasis will be placed on ensuring equitable access to development opportunities, including for staff in councils and remote locations. Blended and workplace-based learning, partnerships with training institutions, and stronger integration of performance and development systems will be critical to embedding a culture of continuous learning and professional growth across the civil service.

CHAPTER 8:**STRATEGIC THRUST 5:
INCLUSIVE AND EQUITABLE CIVIL SERVICE****8.1 RATIONALE**

An inclusive and equitable civil service is fundamental to legitimacy, fairness, and long-term institutional effectiveness. The Situational Analysis and Stakeholder Consultations identified persistent disparities in access to opportunities, uneven application of HR policies, and representation gaps across gender, location, and other dimensions—particularly affecting councils and staff in remote or resource-constrained settings. While the Maldives Civil Service is underpinned by strong merit-based principles, their implementation is not always consistent across institutions.

This Strategic Thrust focuses on strengthening the systems, leadership behaviours, and accountability mechanisms required to embed inclusion and equity into everyday civil service practice. The emphasis is not on standalone initiatives, but on integrating inclusive principles into HR policies, leadership development, workforce planning, and performance management—supported by better data and clearer accountability for outcomes.

8.2 STRATEGIC OBJECTIVES

The following Strategic Objectives guide action under this Thrust:

- SO 5.1: Strengthen HR policies and practices to promote equity and fairness across the civil service.
- SO 5.2: Improve access to leadership development and career progression opportunities for under-represented groups.
- SO 5.3: Strengthen workplace accessibility and support mechanisms for staff with diverse needs.
- SO 5.4: Promote inclusive leadership behaviours and respectful workplace practices.
- SO 5.5: Strengthen data, monitoring, and accountability for inclusion outcomes.

8.3 STRATEGIC ACTIONS AND SUMMARY KPIS

Table 8.1 provides a summary of the Strategic Actions and indicative KPIs under Strategic Thrust 5. The full set of KPIs, including measurement methods and reporting frequency, is provided in Appendix D.

CHAPTER 9: IMPLEMENTATION, GOVERNANCE, AND PHASING

9.1 IMPLEMENTATION APPROACH

Effective implementation of the Maldives Civil Service Strategic Plan 2026–2030 requires a coordinated, phased, and system-wide approach. The Strategic Plan is designed to be implemented through existing institutional structures, with a strong emphasis on enabling delivery rather than creating parallel mechanisms. Implementation will focus on strengthening core enablers, leadership, systems, capability, and accountability, while allowing flexibility for institutions and councils to adapt actions to their operating contexts.

The implementation approach recognizes that meaningful reform is cumulative. Early years of the Plan will prioritize foundational actions, while later years will focus on consolidation, scaling, and continuous improvement.

9.2 ROLES AND RESPONSIBILITIES

Clear delineation of roles is critical to successful implementation:

- **Civil Service Commission (CSC):** The CSC will act as the system steward and enabler for the Strategic Plan. Its responsibilities include setting standards and guidance, overseeing implementation progress, monitoring performance against KPIs, facilitating coordination across institutions, and reporting on system-level outcomes.
- **Ministries, Departments, and Agencies (MDAs):** MDAs will be responsible for implementing relevant Strategic Actions within their mandates, aligning institutional plans with the Strategic Plan, allocating resources, and reporting on progress and performance.
- **Island, Atoll, and City Councils (Councils):** Councils will play a critical role in implementing actions related to frontline service delivery, workforce wellbeing, inclusion, and digital transformation. Implementation arrangements will recognize councils' operating constraints and provide targeted support where required.
- **Central Agencies and Partners:** Central agencies, including those responsible for finance, planning, and digital governance, will support implementation through policy alignment, system integration, and technical assistance, as appropriate.



9.3 PHASING AND SEQUENCING

Implementation will be phased to ensure feasibility and coherence:

Phase 1 (2026–2027): Foundation Building



Focus on establishing standards, frameworks, digital architecture, data governance arrangements, leadership pathways, and priority policy reforms.

Phase 2 (2028–2029): Scaling and Integration



Expand and integrate reforms across institutions and councils, strengthen interoperability, embed performance and learning systems, and scale effective practices.

Phase 3 (2030): Consolidation and Sustainability



Consolidate gains, address remaining gaps, institutionalize successful reforms, and inform the next strategic planning cycle.

Phasing will be reviewed periodically to allow adjustments based on implementation progress, emerging risks, and contextual changes.

9.4 COORDINATION AND CHANGE MANAGEMENT

Given the cross-cutting nature of the Strategic Thrusts, effective coordination and change management will be essential. The CSC will facilitate coordination through structured engagement with senior leadership, designated focal points within institutions, and targeted working groups, as needed.

Change management efforts will focus on communication, leadership engagement, staff capability, and practical guidance to support the adoption of new systems, processes, and behaviors. Emphasis will be placed on supporting managers and supervisors, who play a critical role in translating strategic intent into operational practice.

9.5 RISK MANAGEMENT

Implementation risks, including capacity constraints, resistance to change, resource limitations, and external shocks, will be monitored throughout the Strategic Plan's life. Risk mitigation measures include phased implementation, targeted support to high-risk institutions, leadership accountability, and continuous monitoring through the Strategic Plan's performance framework.

CHAPTER 10: MONITORING, EVALUATION, AND LEARNING (MEL)

10.1 PURPOSE OF THE MEL FRAMEWORK

The Monitoring, Evaluation, and Learning (MEL) framework provides the mechanism for tracking and assessing progress under the Maldives Civil Service Strategic Plan 2026–2030 and informing decision-making and continuous improvement. The MEL framework is designed not only to ensure accountability for results but also to support learning, adaptation, and evidence-based management across the civil service.

The framework aligns directly with the Strategic Thrusts, Strategic Objectives, Strategic Actions, and Key Performance Indicators (KPIs) set out in this Plan. It is intentionally practical and proportionate, recognizing existing reporting capacities while strengthening the systematic use of performance information.

10.2 RESULTS LOGIC AND PERFORMANCE CHAIN

The Strategic Plan is underpinned by a clear results logic that links inputs, activities, outputs, outcomes, and longer-term system impacts:

Strategic Actions



represent the key interventions undertaken by institutions and councils.

KPIs



measure implementation, performance, and outcomes arising from these actions.

Monitoring



tracks progress against KPIs on a regular basis.

Evaluation and learning



examine what is working, what is not, and why, informing adjustments over time.

This approach ensures a clear line of sight between reform intent and observable change in systems, behaviors, and service delivery outcomes.

10.3 KPI MONITORING AND REPORTING

KPIs form the core of the MEL framework. For each Strategic Action, KPIs have been carefully designed to measure implementation, use, and results, rather than activities alone. Measurement methods and reporting frequency are specified for each KPI and consolidated in Appendix D.

Key features of KPI monitoring include:

Regular reporting cycles



aligned to quarterly and annual review processes;

Differentiated responsibilities



with institutions and councils responsible for data provision, and the CSC responsible for system-level analysis and reporting;

Use of both quantitative and qualitative indicators



reflecting the diverse nature of reforms across systems, people, and behaviors.

10.4 ROLES AND RESPONSIBILITIES FOR MEL

The Civil Service Commission will be responsible for coordinating monitoring, evaluation, and learning under the Strategic Plan. This includes:

- consolidating KPI data across institutions and councils;
- analyzing trends and systemic issues;
- preparing periodic progress reports for the Commission and relevant oversight bodies; and
- facilitating learning and corrective action where performance gaps are identified.

Ministries, departments, agencies, and island, atoll and city councils will be responsible for collecting and reporting data on KPIs under their remit and for integrating MEL requirements into existing management and reporting processes.

10.5 LEARNING, REVIEW, AND ADAPTIVE MANAGEMENT

Learning is a central pillar of the MEL framework. Performance information will be used not only to assess compliance but to support reflection, dialogue, and improvement. Mechanisms for learning will include:



periodic strategic reviews of progress against each Strategic Thrust;



thematic reviews of cross-cutting issues such as service delivery, digital transformation, or workforce wellbeing;



feedback loops linking monitoring findings to policy refinement, implementation guidance, and capacity-building initiatives.

Mid-term and end-of-plan reviews will be undertaken to assess overall effectiveness, sustainability of reforms, and lessons to inform the next strategic planning cycle.

10.6 INTEGRATION OF COMMISSIONER FEEDBACK AND ASSURANCE

The MEL framework reflects the Commission’s emphasis on accountability, integration, and practical use of performance information. As documented in Appendix F, feedback from Commissioners was systematically incorporated into the design of KPIs to ensure clarity of scope, measurability, relevance to councils, and linkage between data and corrective action.

This integration strengthens assurance that the Strategic Plan’s performance framework is credible, defensible, and aligned with the Commission’s oversight responsibilities.

CHAPTER 11: CONCLUSION

The Maldives Civil Service Strategic Plan 2026–2030 sets out a clear, coherent, and implementable pathway to strengthen the effectiveness, integrity, and resilience of the civil service over the next five years. Grounded in evidence and shaped through extensive consultation, the Plan responds directly to the operational realities facing ministries, agencies, and councils, while positioning the civil service to meet rising citizen expectations and future challenges.

The Strategic Plan recognizes that sustainable reform is achieved not through isolated initiatives, but through consistent improvements in leadership, systems, capability, and accountability. By focusing on system-level enablers, supported by clear Strategic Thrusts, well-defined Strategic Actions, and a robust performance framework, the Plan provides a practical foundation for delivery and continuous improvement.

Successful implementation will require collective commitment and leadership at all levels. The Civil Service Commission, in its role as system steward, will work closely with institutions and councils to monitor progress, support learning, and ensure accountability for results. Equally, ministries, agencies, and councils will play a central role in translating strategic intent into tangible improvements in service delivery and workforce practice.

As the Maldives Civil Service enters the next phase of reform, this Strategic Plan provides both direction and discipline, anchoring ambition in evidence and aspiration in action. Its effective implementation will contribute to a professional, trusted, and future-ready civil service that serves the people of the Maldives with fairness, competence, and integrity.

APPENDICES

The following appendices provide detailed supporting material for the Maldives Civil Service Strategic Plan 2026–2030. They are intended to enhance transparency, provide technical detail, and support effective implementation, while keeping the main body of the Strategic Plan focused on strategic direction and policy intent.

APPENDIX A: STRATEGIC PLANNING METHODOLOGY

This appendix summarises the methodology used to develop the Maldives Civil Service Strategic Plan 2026–2030. The strategic planning process followed a structured, evidence-based, and consultative approach, beginning with scope definition and agreement on objectives, deliverables, and timelines with the Civil Service Commission.

The methodology combined document review, system-level analysis, and stakeholder engagement to ensure that strategic priorities were grounded in evidence and operational realities. The sequencing of activities—Inception, Situational Analysis, Stakeholder Consultations, strategic formulation, and performance framework development—was designed to progressively refine understanding and inform decision-making. This appendix should be read alongside the Inception Report, which provides detailed information on governance arrangements, timelines, and roles agreed at the outset of the assignment.

A.1 OVERVIEW OF THE PLANNING APPROACH

The Maldives Civil Service Strategic Plan 2026–2030 was developed using a structured, evidence-based, and consultative methodology, implemented in six interrelated phases in accordance with the revised work plan approved by the Civil Service Commission. The methodology was designed to ensure that strategic priorities were grounded in system-level evidence, informed by stakeholder perspectives, and translated into implementable actions supported by measurable performance indicators.

The approach recognised the complexity of civil service reform and therefore adopted overlapping phases to allow iterative refinement, validation, and alignment across analysis, consultation, strategy formulation, and performance framework development.



A.2 PHASES OF THE STRATEGIC PLANNING PROCESS

PHASE 1: INCEPTION, PLANNING, AND INITIAL CONSULTATIONS

This phase focused on establishing a shared understanding of the assignment's scope, objectives, deliverables, and governance arrangements. Key activities included:

- preliminary meetings with CSC Commissioners and the Strategic Plan team;
- review of the Terms of Reference, the previous Strategic Plan, and relevant CSC policies and documents;
- literature review on public sector strategic planning and reform;
- development of the overall methodology, stakeholder engagement plan, and revised timeline;
- initiation of early stakeholder consultations.

The key output of this phase was the Inception Report, which formalised the agreed planning framework, methodology, and timeline.

PHASE 2: SITUATIONAL AND DOCUMENT ANALYSIS

This phase involved a comprehensive analysis of the current state of the Maldives Civil Service. Activities included:

- review of CSC operational data, reports, and policy documents;
- SWOT and PESTLE analyses;
- identification of institutional strengths, gaps, risks, and emerging trends affecting civil service performance.

The analysis focused on system-level enablers and constraints rather than institution-specific diagnostics. The findings from this phase informed the identification of strategic priorities and reform focus areas and are documented in the Situational & Document Analysis Report.

PHASE 3: STAKEHOLDER CONSULTATIONS AND DATA COLLECTION

Stakeholder consultations were conducted in parallel with the situational analysis to validate findings and capture operational perspectives. This phase included:

- focus group discussions and key informant interviews;
- consultations with CSC leadership and staff;
- engagements with HR managers, senior officials, and representatives from island, atoll, and city councils;
- synthesis of qualitative inputs from stakeholders.

This phase ensured that strategic priorities reflected lived operational realities, particularly at the council and frontline service levels. The outcomes are documented in the Stakeholder Consultation Report.

PHASE 4: DRAFTING OF THE STRATEGIC FRAMEWORK AND PLAN

Building on the evidence and consultation findings, this phase focused on developing the Strategic Framework and drafting the Strategic Plan. Key activities included:

- development of the Vision, Strategic Intent, and guiding principles;
- finalisation of Strategic Thrusts, Strategic Objectives, and Strategic Actions;
- finalisation of Strategic Thrusts, Strategic Objectives, and Strategic Actions;
- preparation of implementation and monitoring frameworks;
- drafting of the full Strategic Plan 2026–2030.

This phase involved close iteration between strategic content, implementation considerations, and performance measurement.

PHASE 6: FINALISATION, PRESENTATION, AND SUBMISSION

The final phase involved consolidating all revisions and formally concluding the assignment. Activities included:

- preparation of the final Strategic Plan;
- presentation of the Strategic Plan to CSC Commissioners and senior management;
- formal submission of the Maldives Civil Service Strategic Plan 2026–2030.

This phase marked the completion of the strategic planning cycle and positioned the Plan for endorsement and implementation.

PHASE 5: VALIDATION AND REFINEMENT

This phase focused on validating the draft Strategic Plan and KPI framework with CSC Commissioners, Permanent Secretaries, and senior leadership. Activities included:

- validation discussions and review sessions;
- incorporation of feedback related to clarity, measurability, council inclusion, and accountability;
- technical refinement of Strategic Actions and KPIs;
- alignment with CSC mandates and broader reform priorities.

This phase strengthened the credibility, relevance, and implementability of the Strategic Plan and is reflected in the revised draft produced following validation.



A.3 METHODOLOGICAL PRINCIPLES

Across all phases, the following principles guided the strategic planning process:

- Evidence-led decision-making
- System-wide perspective
- Meaningful stakeholder engagement
- Iterative refinement and validation
- Practical implementability

A.4 RELATIONSHIP TO SUPPORTING DOCUMENTS

This appendix should be read in conjunction with the following supporting documents, which together provide full transparency on the evidence base and process underpinning the Strategic Plan:

- the Inception Report, which sets out the agreed scope, methodology, governance arrangements, and revised work plan for the assignment;
- the Situational & Document Analysis Report, which presents the evidence-based assessment of the current state of the Maldives Civil Service;
- the Stakeholder Consultation Report, which documents consultation processes and key themes emerging from stakeholder engagement; and
- the appendices to this Strategic Plan, including:
 - Appendix D (Detailed KPI Tables),
 - Appendix E (KPI Design and Validation Methodology), and
 - Appendix F (Integration of Commissioner Feedback into KPIs).

Together, these documents provide a complete and transparent account of how the Strategic Plan was developed, validated, and finalised.

APPENDIX B: SITUATIONAL ANALYSIS SUMMARY

This appendix provides a concise synthesis of key findings from the Situational Analysis of the Maldives Civil Service. The analysis examined the current state of governance arrangements, workforce composition, leadership and management capability, service delivery processes, digital systems, and institutional performance.

The Situational Analysis identified strong legal and institutional foundations, alongside persistent challenges related to implementation capacity, fragmented systems, uneven capability, workload pressures, and limited use of performance data for decision-making. These findings informed the identification of strategic priorities and the design of the Strategic Thrusts. The full Situational Analysis Report provides detailed evidence, diagnostics, and supporting analysis underpinning this Strategic Plan.

B.1 PURPOSE OF THE SITUATIONAL ANALYSIS

The Situational Analysis was undertaken to provide an evidence-based understanding of the current state of the Maldives Civil Service and to identify the key system-level factors shaping performance, capability, and service delivery. The analysis focused on identifying strengths to be built upon, constraints to be addressed, and emerging risks that must be considered in the Strategic Plan.

Rather than duplicating institution-specific assessments, the analysis adopted a system-wide perspective, examining cross-cutting issues affecting ministries, departments, agencies, and councils.

B.1 PURPOSE OF THE SITUATIONAL ANALYSIS

The Situational Analysis identified several strengths within the Maldives Civil Service, including:

- a well-established constitutional and legal framework governing the civil service;
- a strong commitment to merit-based recruitment and professional standards;
- the presence of experienced senior leaders and technical expertise in key areas;
- growing recognition of the importance of digital transformation and performance improvement.

These strengths provide a solid foundation for reform and informed the design of Strategic Thrusts focused on strengthening enablers rather than rebuilding systems from scratch.

B.3 CORE SYSTEM-LEVEL CHALLENGES

The analysis also identified a set of persistent challenges that constrain performance and effectiveness across the civil service:

Service delivery variability



Inconsistent service standards and uneven citizen experience across institutions and councils

Fragmented systems



Limited interoperability between HR, administrative, and digital platforms, resulting in duplication and inefficiencies

Leadership and capability gaps



uneven management capability, particularly at middle-management and supervisory levels.

Workload pressures and wellbeing risks



High workload, stress, and limited support mechanisms, especially in councils and frontline environments.

Weak use of performance data



Performance information is not consistently used to inform management decisions or continuous improvement.

Equity and inclusion gaps



uneven access to opportunities, development, and support across gender, location, and institutional contexts.

These challenges are systemic in nature and cannot be addressed through isolated initiatives.

B.4 EXTERNAL DRIVERS AND EMERGING RISKS

The Situational Analysis highlighted several external and contextual factors shaping the operating environment of the civil service:

- rising citizen expectations for accessible, responsive, and high-quality public services;
- fiscal constraints requiring greater efficiency and value for money;
- rapid technological change and increasing reliance on digital systems;
- climate and environmental risks affecting service continuity, particularly at the local level.

These drivers underscore the need for a strategic response that is adaptive, resilient, and forward-looking.

B.5 IMPLICATIONS FOR THE STRATEGIC PLAN

The findings of the Situational Analysis directly informed the Strategic Plan in the following ways:

- prioritization of system-level enablers over isolated reforms;
- explicit inclusion of councils and frontline service contexts across all Strategic Thrusts;
- emphasis on leadership, capability development, and accountability;
- integration of digital governance, data, and analytics as performance enablers;
- inclusion of wellbeing, inclusion, and resilience as core components of civil service performance.

These drivers underscore the need for a strategic response that is adaptive, resilient, and forward-looking.

B.6 RELATIONSHIP TO THE FULL SITUATIONAL ANALYSIS REPORT

This appendix provides a high-level synthesis of the Situational Analysis findings. Detailed diagnostics, evidence, and supporting analysis are presented in the full Situational Analysis Report, which should be read in conjunction with this Strategic Plan.

APPENDIX C: STAKEHOLDER CONSULTATION SUMMARY

This appendix summarizes the stakeholder consultation process undertaken as part of the strategic planning exercise and highlights key themes emerging from these engagements. Consultations were conducted with Permanent Secretaries, senior management, Civil Service Commission members and staff, and representatives from island, atoll, and city councils.

Stakeholders consistently emphasized the need for practical, implementable reforms focused on leadership capability, service delivery quality, digital enablement, workforce wellbeing, and equitable access to opportunities—particularly in councils. The consultation process provided critical qualitative insights that complemented the Situational Analysis and directly shaped the Strategic Objectives, Strategic Actions, and performance priorities set out in this Plan. Detailed consultation findings and methodologies are documented in the Stakeholder Consultation Report.

C.1 PURPOSE OF THE STAKEHOLDER CONSULTATIONS

Stakeholder consultations were undertaken to complement the Situational Analysis by capturing practical insights, operational realities, and reform priorities from across the Maldives Civil Service. The consultations were designed to validate analytical findings, identify implementation challenges, and ensure that the Strategic Plan reflects the perspectives of those responsible for delivery at both central and local levels.

The consultation process emphasized inclusivity, with particular attention given to councils and frontline service contexts.

C.2 CONSULTATION SCOPE AND PARTICIPANTS

Consultations were conducted with a broad range of stakeholders, including:

- Civil Service Commission Commissioners and staff;
- Permanent Secretaries and senior management from ministries and agencies;
- Representatives from island, atoll, and city councils;
- HR and administrative personnel involved in workforce and service delivery functions.

Engagements took place through meetings, workshops, and targeted discussions, allowing both strategic and operational perspectives to be captured.

C.3 KEY THEMES EMERGING FROM CONSULTATIONS

Across stakeholder groups, several consistent themes emerged:

Service Delivery and Citizen Experience

Stakeholders highlighted variability in service standards and citizen experience across institutions and councils. There was strong support for clearer service benchmarks, simplified processes, and improved coordination between central agencies and councils.

Leadership and Management Capability

Concerns were raised about uneven leadership and management capability, particularly at middle-management and supervisory levels. Stakeholders emphasized the need for structured leadership pathways, clearer accountability, and stronger people-management skills.

Digital Systems and Data Use

Participants noted fragmented digital systems, limited interoperability, and duplication of reporting requirements. There was broad agreement on the need for integrated digital platforms, improved data governance, and better access to reliable management information.

Workload, Wellbeing, and Workplace Culture

High workload, stress, and wellbeing concerns were frequently raised, especially in councils and frontline roles. Stakeholders emphasized the importance of safe, respectful workplaces, effective grievance mechanisms, and proactive wellbeing support.

Equity, Inclusion, and Access to Opportunities

Stakeholders highlighted disparities in access to development opportunities, specialist expertise, and support services—particularly affecting councils and under-represented groups. There was strong support for more consistent application of HR policies and inclusive leadership practices.

C.4 HOW CONSULTATION FINDINGS INFORMED THE STRATEGIC PLAN

Consultation findings directly influenced the Strategic Plan in the following ways:

- refinement of Strategic Thrusts to reflect system-wide priorities;
- explicit inclusion of councils across all Strategic Thrusts;
- emphasis on leadership capability, performance management, and accountability;
- prioritization of digital governance and interoperability over isolated system upgrades;
- incorporation of wellbeing, inclusion, and resilience as core enablers of performance.

Where consultation inputs did not translate directly into specific initiatives, they informed the framing and prioritization of Strategic Actions and KPIs.

C.5 RELATIONSHIP TO THE FULL STAKEHOLDER CONSULTATION REPORT

This appendix provides a high-level synthesis of consultation findings. Detailed records of consultation activities, methodologies, participant groups, and thematic analysis are documented in the full Stakeholder Consultation Report, which should be read alongside this Strategic Plan.

APPENDIX D: KEY PERFORMANCE INDICATOR (KPI) TABLES

This appendix contains the full set of Key Performance Indicators (KPIs) for all Strategic Thrusts, organized by Strategic Objective and Strategic Action. For each KPI, the appendix specifies the indicator statement, measurement method, and reporting frequency.

The KPI tables form the operational performance framework for monitoring implementation of the Strategic Plan. They are designed to measure not only activity completion, but also system use, behavioral change, and outcomes. While summary KPIs are presented in the main body of the Strategic Plan, this appendix provides the detailed reference required for consistent monitoring, reporting, and review across institutions and councils.

APPENDIX D.1: STRATEGIC THRUST 1: BUILDING A WORLD-CLASS CIVIL SERVICE

NO.	STRATEGIC OBJECTIVES	NO.	STRATEGIC OBJECTIVES	TIMELINE
1.1	Strengthen world-class citizen-centered service delivery standards across the civil service	1.1.1	Review and update service charters and service standards for Ministries, Departments and Agencies (MDAs)	Q1 2026-Q4 2030
		1.1.2	Define minimum service quality benchmarks applicable across institutions to promote citizen-centric service design principles and inclusivity	Q2 2027 - Q4 2030
1.2	Improve nationally consistent and high quality frontline service delivery in island, atoll, and city councils across institutions	1.2.1	Review and update service charters and service standards for Ministries, Departments and Agencies (MDAs)	Q4 2027-Q3 2029
		1.2.2	Reduce variation in service practices between MDAs and redesign processes using lean and digital approaches	Q2 2029-Q4 2030
		1.2.3	Strengthen coordination between MDAs on service delivery	Q1 2030-Q4 2030
1.3	Reduce procedural rigidity and service bottlenecks affecting responsiveness	1.3.1	Review and streamline key service delivery processes to eliminate unnecessary steps	Q1 2026-Q4 2030
		1.3.2	Redesign processes using lean and digital approaches	Q1 2026-Q4 2030
1.4	Strengthen accountability for service performance and outcomes	1.4.1	Strengthen mechanisms to monitor organizational performance and citizen experience	Q4 2026-Q4 2030
		1.4.2	Strengthen complaint, inquiry, and feedback systems linked to corrective measures	Q3 2026-Q4 2028
		1.4.3	Strengthen organisational accountability through a centralized Viuga Integrated Compliance Toolkit	Q2 2027-Q4 2030
		1.4.4	Strengthen the post-audit review process to enhance audit quality, accountability and continuous improvement	Q2 2027-Q4 2027
		1.4.5	Establish a robust compliance monitoring mechanism to ensure smooth and consistent functioning of civil service institutes	Q2 2026-Q4 2030

APPENDIX D.1: STRATEGIC THRUST 1: BUILDING A WORLD-CLASS CIVIL SERVICE

NO.	STRATEGIC OBJECTIVES	NO.	STRATEGIC OBJECTIVES	TIMELINE
1.4	Strengthen accountability for service performance and outcomes	1.4.6	A strategic communications framework for CSC is developed and implemented	Q1 2026-Q4 2030
1.5	Promote a high- performance whole-of- government service culture based on trust and professionalism	1.5.1	Promote shared service values and professional conduct across MDAs	Q1 2026-Q4 2028
		1.5.2	Strengthen dialogue and coordination between political leadership and civil servants	Q1 2026-Q4 2028
		1.5.3	Develop and implement a strategic plan to strengthen and promote a positive public image of CSC.	Q1 2026-Q4 2030
1.6	Motivate civil servants to achieve high performance through an improved reward and recognition system	1.6.1	Flexible working arrangement policy developed and implemented	Q2 2027-Q4 2028
1.6	Motivate civil servants to achieve high performance through an improved reward and recognition system	1.6.1	Flexible working arrangement policy developed and implemented	Q2 2027-Q4 2028

APPENDIX D.2: STRATEGIC THRUST 2: SMART AND CONNECTED GOVERNANCE

NO.	STRATEGIC OBJECTIVES	NO.	STRATEGIC OBJECTIVES	TIMELINE
2.1	Integrate HR, administrative, and performance management systems for connected governance.	2.1.1	Support and facilitate integration of HR, administrative, and performance management systems for connected governance.	Q2 2026-Q4 2030
		2.1.2	Integrate core digital processes to oneGov platform	Q4 2026-Q4 2030
		2.1.3	Enhance Data Interoperability and System Integration	Q4 2026-Q4 2030
		2.1.4	Expand End-to-End Workflow Automation	Q2 2027-Q2 2029
		2.1.5	Enable Real-Time Monitoring and Performance Dashboards	Q4 2028-Q3 2030
2.2	Establish digital platforms to minimise duplicate and manual processes enhance efficiency and transparency	2.2.1	Phase out duplicative manual processes	Q2 2028-Q1 2029
		2.2.2	A module to review organisational structure digitally via CSViuga is developed and implemented.	Q4 2029-Q1 2030
		2.2.3	Promote consistent use of digital platforms	Q3 2026-Q2 2030
2.3	Strengthen strategic use of data for decision- making	2.3.1	Establish data governance standards for workforce and performance data	Q3 2026-Q1 2027
		2.3.2	Improve access to real- time, reliable data	Q4 2027-Q4 2030
		2.3.3	Introduce analytics tools to support workforce and performance planning	Q4 2026-Q2 2030

APPENDIX D.2: STRATEGIC THRUST 2: SMART AND CONNECTED GOVERNANCE

NO.	STRATEGIC OBJECTIVES	NO.	STRATEGIC OBJECTIVES	TIMELINE
2.4	Build digital capability and readiness across the civil service	2.4.1	Strengthen digital literacy and change-management capability	Q4 2028
		2.4.2	Provide targeted training on digital systems, data use, and emerging technologies	Q4 2028
		2.4.3	Support MDAs during digital transitions	Q4 2028
2.5	Ensure safe, secure, and resilient digital systems	2.5.1	Strengthen cybersecurity and data protection frameworks	Q1 2029–Q4 2029
		2.5.2	Improve system reliability, backup, and continuity arrangements	Q4 2026–Q4 2030
		2.5.3	Build institutional awareness of digital risks and responsibilities	Q4 2028
		2.5.4	Enable Continuous Improvement and Innovation	Q4 2027–Q4 2030
2.6	Promote International digital knowledge exchange	2.6.1	Facilitate technical exchanges on e-governance innovations	Q4 2026
2.7	Establish a hybrid model to right size civil service organizations to develop lean and efficient organizational framework	2.7.1	Promote lean and hybrid organizational framework	Q1 2026–Q4 2030

APPENDIX D.3: STRATEGIC THRUST 3: DIGNITY, SAFETY, AND WELL-BEING AT WORK

NO.	STRATEGIC OBJECTIVES	NO.	STRATEGIC OBJECTIVES	TIMELINE
3.1	Improve workplace wellbeing, safety, and resilience	3.1.1	Develop and implement a Civil Service Wellbeing and Safe Work Framework	Q1 2027-Q4 2027
		3.1.2	Assertain occupational health and safety standards across institutions are maintained	Q1 2027-Q4 2027
		3.1.3	Promote mental health and psychosocial support mechanisms	Q1 2026-Q4 2030
3.2	Promote healthier work Practice and work-life balance	3.2.1	Create awareness regarding healthy work practices and to work-life balance	Q1 2026-Q4 2030
		3.2.2	Review workplace facilities, ergonomics, and safety standards	Q4 2026-Q4 2030
		3.2.3	Promote consistent workplace safety practices across locations	Q1 2026-Q4 2030
3.3	Strengthen dignified, respectful workplace relations and conduct	3.3.1	Promote respectful workplace behaviour and professional conduct.	Q1 2026-Q4 2030
		3.3.2	Build managerial capability in conflict prevention and resolution	Q1 2026-Q4 2030
3.4	Strengthen preparedness for environmental and crisis- related disruptions	3.4.1	Integrate climate resilience and emergency preparedness into workplace policies	Q1 2026-Q4 2028
		3.4.2	Promote institutional capacity to respond to disruptions	Q1 2026-Q4 2030

APPENDIX D.4: STRATEGIC THRUST 4: HUMAN CAPITAL DEVELOPMENT

NO.	STRATEGIC OBJECTIVES	NO.	STRATEGIC OBJECTIVES	TIMELINE
4.1	Strengthen leadership and middle-management capability	4.1.1	Develop structured leadership and management development Programmes	Q1 2027-Q4 2030
		4.1.2	Strengthen capability at the Permanent Secretary, middle-management, and supervisory levels	Q1 2026-Q4 2030
		4.1.3	Promote leadership accountability for performance and people management	Q1 2027-Q4 2030
4.2	Address specialist skills gaps critical to service delivery	4.2.1	Identify priority specialist skills required across the civil service	Q1 2027-Q4 2030
		4.2.2	Design targeted training, recruitment, and development interventions	Q4 2026-Q4 2027
		4.2.3	Strengthen access to specialised expertise, especially in councils	Q4 2027
4.3	Address specialist skills gaps critical to service delivery	4.3.1	Institutionalise succession planning for key leadership and technical roles	Q4 2027
		4.3.2	Identify and support high-potential staff through structured development	Q4 2028
4.4	Improve alignment between performance, training, and career progression	4.4.1	Strengthen linkages between performance appraisal outcomes and development plans	Q4 2026-Q3 2028
		4.4.2	Use performance data to inform promotion and advancement decisions	Q3 2026-Q3 2028

APPENDIX D.4: STRATEGIC THRUST 4: HUMAN CAPITAL DEVELOPMENT

NO.	STRATEGIC OBJECTIVES	NO.	STRATEGIC OBJECTIVES	TIMELINE
4.5	Promote continuous learning and professional development	4.5.1	Strengthen the role and effectiveness of civil service training institute	Q1 2026–Q4 2030
		4.5.2	Expand access to blended, digital, and workplace-based learning	Q1 2026–Q4 2030
		4.5.3	Promote a culture of continuous learning and improvement	Q4 2026

APPENDIX D.5: STRATEGIC THRUST 5: INCLUSIVE AND EQUITABLE CIVIL SERVICE

NO.	STRATEGIC OBJECTIVES	NO.	STRATEGIC OBJECTIVES	TIMELINE
5.1	Promote inclusive and equitable HR policies and practices	5.1.1	Review and strengthen HR policies to promote equity and fairness	Q1 2026–Q4 2028
		5.1.2	Address barriers affecting equal access to opportunities	Q1 2026–Q4 2028
		5.1.3	Ensure consistent application of inclusive policies across institutions	Q2 2028–Q4 2030
5.2	Strengthen representation of women and underrepresented groups in leadership	5.2.1	Introduce targeted leadership development initiatives for women	Q3 2028–Q1 2030
		5.2.2	Review recruitment and promotion practices for unintended bias	Q1 2027
		5.2.3	Support career progression pathways for under-represented groups	Q1 2030
5.3	Foster an inclusive workplace culture	5.3.1	Promote inclusive leadership behaviours across institutions	Q1 2027–Q4 2028
		5.3.2	Build awareness and capacity on diversity and inclusion	Q4 2026–Q4 2028
		5.3.3	Promote respectful, inclusive workplace practices	Q4 2026–Q4 2030
5.4	Strengthen data and monitoring on diversity and inclusion outcomes	5.4.1	Use data to inform policy adjustments and targeted interventions	Q1 2026–Q2 2029

APPENDIX E: KPI DESIGN AND VALIDATION METHODOLOGY

This appendix outlines the methodology used to design, review, and finalize the KPIs included in the Strategic Plan. KPI development followed an iterative process involving initial drafting workshops with Civil Service Commission staff, validation discussions with Permanent Secretaries, Commissioners, and senior management, and subsequent technical refinement.

Draft KPIs were assessed against agreed quality criteria, including clarity, measurability, relevance to strategic intent, avoidance of duplication, and balance across input, process, output, and outcome indicators. Where draft KPIs were activity-focused or insufficiently measurable, they were refined or consolidated while retaining the underlying intent expressed by stakeholders. This approach ensured that the final KPI framework is robust, credible, and aligned with best-practice performance management.

E.1 PURPOSE OF THE KPI FRAMEWORK

The Key Performance Indicator (KPI) framework was developed to provide a robust, practical, and credible basis for monitoring implementation of the Maldives Civil Service Strategic Plan 2026–2030. The framework is designed to support accountability, evidence-based decision-making, and continuous improvement, rather than compliance reporting alone.

KPIs were developed to measure progress at multiple levels, including system readiness, implementation effectiveness, behavioral change, and outcomes, reflecting the diverse nature of reforms across the Strategic Thrusts.

E.2 APPROACH TO KPI DEVELOPMENT

KPI development followed an iterative and consultative process, closely aligned with the overall strategic planning methodology. Initial KPI ideas were generated through working sessions with Civil Service Commission staff, where proposed indicators were identified against each Strategic Objective and Strategic Action.

These early drafts served as a starting point to surface operational priorities, implementation concerns, and areas of emphasis across the civil service. While many draft KPIs were activity-focused or uneven in quality, they provided valuable insight into institutional realities and reform expectations.

E.3 VALIDATION AND REFINEMENT PROCESS

Draft KPIs were subsequently reviewed and discussed during validation sessions with Permanent Secretaries, Commissioners, and senior management. This stage was critical in testing the relevance, feasibility, and strategic alignment of proposed indicators.

Feedback from validation sessions highlighted the need to:

- reduce duplication and overly activity-based indicators;
- improve clarity and measurability;
- ensure consistent inclusion of councils where relevant;
- strengthen the focus on outcomes and system-level change;
- clarify the link between performance data and corrective action.

Rather than treating validation as a finalization step, feedback was used as an input into further technical refinement of the KPI framework.

E.4 QUALITY CRITERIA USED IN FINALIZING KPIS

All KPIs were reviewed against a set of agreed quality criteria, including:

- **Clarity:** Indicators are clearly defined and unambiguous.
- **Relevance:** KPIs directly relate to the intent of the Strategic Action.
- **Measurability:** Indicators can be measured using available or feasible data sources.
- **Balance:** A mix of input, process, output, and outcome indicators is used.
- **Avoidance of duplication:** Overlapping or repetitive indicators were consolidated.
- **Practicality:** Reporting requirements are proportionate and implementable.

Where draft KPIs did not meet these criteria, they were refined, merged, or replaced while retaining the underlying intent expressed by stakeholders.

E.5 SPECIFICATION OF MEASUREMENT AND REPORTING

For each KPI, the following elements were defined:

- the indicator statement;
- the measurement method;
- the reporting frequency.

These specifications are presented in the detailed KPI tables in Appendix D. This ensures consistency in data collection and reporting across institutions and councils, while allowing flexibility for implementation within existing systems.

E.6 ROLE OF KPIS IN MONITORING AND LEARNING

KPIs are intended to support learning and improvement, not punitive assessment. Performance information will be used to:

- identify progress and emerging challenges;
- inform management decisions and resource allocation;
- support targeted interventions and capacity-building;
- enable reflection and adaptation over the life of the Strategic Plan.

This approach aligns the KPI framework with the Monitoring, Evaluation, and Learning (MEL) framework described in Chapter 10.



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