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CIVIL SERVICE COMMISSION



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CIVIL SERVICE TRAINING INSTITUTE

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MALDIVES CIVIL SERVICE CONFERENCE
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FROM MONITORING TO MEANINGFUL SUPPORT: REFRAMING AI-BASED LEARNING ANALYTICS IN EDUCATIONAL PRACTICE

AUTHOR: SONGÜL ESMER (TÜRKIYE)

ABSTRACT

The rapid diffusion of generative artificial intelligence (AI) since 2022 has intensified both the promises and the risks associated with learning analytics in education. While AI-driven analytics are frequently framed as transformative tools for personalization and efficiency, their integration into exam-oriented education systems raises critical concerns regarding surveillance, datafication, and the narrowing of learner autonomy. In highly centralized and performance-driven contexts, learning analytics often function less as mechanisms for pedagogical support and more as instruments for monitoring, prediction, and optimization. This paper examines how monitoring-oriented learning analytics may stabilize existing educational pathways rather than expanding students' opportunities to explore alternative learning trajectories. Drawing on scholarship in critical data studies and normative theories of education, and using illustrative cases from Türkiye's upper-secondary education system, the study interrogates the assumption that predictive accuracy and performance optimization necessarily constitute meaningful educational support. The central research question guiding the paper is: How can AI-based learning analytics support learning in exam-oriented education systems without reinforcing surveillance and automated control?

Adopting a conceptual and analytical approach, the paper synthesizes critical literature on learning analytics, algorithmic governance, and student agency, alongside policy documents and publicly available examples of AI-driven educational platforms. The analysis suggests that, when embedded within efficiency-focused governance structures, AI-driven analytics tend to reinforce existing institutional rigidities and limit students' perceived educational possibilities. Conversely, reframing learning analytics as pedagogically informed decision-support systems—rather than automated evaluators—offers a pathway to strengthen student agency and preserve educators' professional judgment. From a policy and practice perspective, the paper argues that the educational value of AI should not be assessed solely through predictive accuracy or optimization outcomes. Instead, it should be evaluated in terms of whether AI systems expand learners' real opportunities to engage with knowledge and support educators in exercising contextual and interpretive judgment. Such a reframing is particularly relevant for public education systems seeking to balance digital transformation with equity, transparency, and meaningful learning.

Keywords: artificial intelligence in education, learning analytics, educational governance, student agency, exam-oriented education systems.

Responsive Governance for Disability Inclusion: Empowerment, Organisational Agility, and Enhanced Service Delivery in Maldivian Workplaces

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PRESENTED BY: CARE SOCIETY

ABSTRACT

Despite the ratification of the United Nations Convention on the Rights of Persons with Disabilities (CRPD) and the enactment of the Disability Act (8/2010), the Maldives faces a persistent 'implementation gap' in workplace inclusion. Workforce participation for persons with disabilities (PWDs) remains significantly low. As of 2025, only 45 individuals are employed in the civil service compared to 288 in government-owned companies (PSM News, 2025). This stark underrepresentation, despite approximately 7% of the Maldivian population having a disability (Global Disability Fund, 2025), reveals that employment continues to encounter physical, institutional, and attitudinal barriers. International assessments indicate that a "medical model" of disability still supersedes a "rights-based" approach in Maldivian policy implementation (OHCHR, 2025). This paper explores the disconnect between legislative intent and ground-level reality in the Maldivian Civil Service labour force. Through a qualitative document analysis of recent national policy frameworks, including the National Action Plan on Disability Inclusion, 2025, and the statistical review of 2022 Census data, this research identifies key organisational barriers.

The study also incorporates qualitative fieldwork using semi-structured interviews and focus group discussions with persons with disabilities, human resource officers, line managers, and policy actors in selected civil service organisations to explore experiences of recruitment, retention, reasonable working environment, and workplace culture. The persistence of the medical model of disability over a rights-based and social model stifles progress, reinforcing protectionist rather than empowering approaches. The study proposes a 'Responsive Inclusion Model' for the Maldives Civil Service, recommending a strategic shift from passive allowance distribution to proactive, integrated inclusive employment support underpinned by mandatory organisational readiness training and disability-inclusive governance practices. By strengthening organisational agility, enhancing disability awareness training, and embedding accessibility and reasonable accommodation as standard practice, Maldivian civil service institutions can move beyond symbolic compliance to create genuinely inclusive, empowering, and future-ready workplaces that improve both workforce diversity and public service delivery.

Keywords: Disability Inclusion, Responsive Governance, Organisational Agility, Rights-based Approach.

TRANSFORMATION OF CITIZEN-ORIENTED EMERGENCY CALL SERVICES IN TÜRKİYE: 112 EMERGENCY CALL CENTERS

AUTHOR: BURAK KALPAKÇIOĞLU (TÜRKİYE)

ABSTRACT

One of the most successful efforts in Türkiye in recent years in the field of digital transformation and improvement of public services is the “112 Emergency Call Centers” system. This study provides general information about the project, which started to provide service with a single number 112 after the merging of 112, 155, 156, 110, 177, 122 and 158 emergency assistance short numbers, which were previously provided by each organization independently from other organizations. There is information about the design principles of the call center building and technical background. The analysis of the situation in Türkiye before the implementation of the project is made, and it is emphasized that citizen satisfaction has been increased as a result of improving service quality and maximizing the use of technological capabilities after the transformation.

Information is provided on the estimation model for the minimum number of staff required for high standard, high quality and fast service delivery. In addition, information is provided on the additional services and developments integrated to 112 Emergency Call Centers such as Accessible 112, In-Vehicle Emergency Call (E-call), Foreign Language Emergency Call Service, 112 Mobile Application, Apple AML and Google ELS Integrations. The positive change in call statistics over the years is shown with numerical examples. This study provides an important model for other countries that want to modernize their emergency call services.

Keywords: 112 Emergency Call, Public Services, Digital Transformation, E-call, Accessible 112

PERFORMANCE APPRAISAL: POLICY COMPLIANCE OR A NAMESAKE PROCESS? A MIXED-METHODS EXAMINATION IN THE MALDIVIAN CIVIL SERVICE

AUTHOR: IBRAHIM RASHEED

ABSTRACT

Performance appraisal systems are intended to strengthen accountability, improve employee performance, and support professional development within the public sector. In the Maldivian civil service, appraisals are guided by formal policies and implemented through the E-Performance Management System (EPM). Despite these mechanisms, concerns remain regarding whether performance appraisals function as meaningful performance management tools or are carried out primarily as a procedural requirement. This study examines the extent to which appraisal practices align with policy intent and explores the perceptions and experiences of employees and supervisors across the civil service. Using a mixed-methods approach, the study combines quantitative survey findings with qualitative feedback from civil servants. A total of 220 respondents representing different job categories and years of service participated in the survey. The findings indicate that while most employees are aware of appraisal policies and acknowledge the importance of performance management, significant implementation challenges persist.

Respondents highlighted issues related to delayed feedback, inconsistent supervisory engagement, difficulties in using the EPM system, and limited continuous performance discussions throughout the year. The study also found that employee engagement with appraisal processes tends to increase when linked to incentives and salary increments, suggesting a stronger compliance-driven culture rather than a developmental approach to performance management. The research identifies a noticeable gap between policy design and actual implementation practices. It further highlights the importance of improving system usability, strengthening supervisory capacity, enhancing feedback quality, and promoting continuous engagement throughout the appraisal cycle. The study contributes to the broader discourse on future-ready responsive governance by demonstrating how transparent, fair, and development-oriented appraisal systems can empower employees, strengthen institutional trust, and enhance service delivery within the Maldivian civil service.

Keywords: Performance Appraisal, Maldivian Civil Service, E-Performance Management System (EPM), Policy Compliance, Performance Management, Employee Engagement, Supervisory Feedback, Public Sector Governance, Human Resource Management, Organizational Development, Service Delivery, Accountability, Professional Development, Responsive Governance.

FUTURE-READY GOVERNANCE THROUGH FAMILY-FOCUSED SOCIAL SERVICES TRANSFORMATION A CITIZEN-RESPONSIVE PUBLIC SERVICE MODEL SUPPORTED BY DIGITALIZATION WITHIN TÜRKIYE'S "FAMILY AND POPULATION DECADE" VISION (2026–2035)

AUTHOR: ESMA DIBA KALYONCU (TÜRKIYE)

ABSTRACT

This study develops an advanced governance framework for transforming family-focused social services into a future-ready, citizen-responsive, and digitally integrated public service model within Türkiye's "Family and Population Decade" Vision (2026–2035). The research addresses a structural limitation in contemporary public administration, where family-centered social policies remain insufficiently integrated with digital governance systems, predictive analytics, and lifecycle-based intervention mechanisms. The study employs a conceptual and theoretical framework development methodology supported by multi-level policy analysis and interdisciplinary literature synthesis. It integrates Public Value Theory (Moore, 1995), Adaptive Governance Theory, and Socio-Technical Systems Theory to construct a layered governance architecture capable of responding to complex and evolving social risks.

The proposed Adaptive Family Governance Model (AFGM) is structured around four core dimensions: predictive analytics systems for early risk detection, integrated institutional architecture for inter-agency coordination, citizen-centric digital platforms for service accessibility, and continuous policy feedback loops for adaptive learning. In addition, the study incorporates comparative insights from OECD (2021), UNDP (2020), and World Bank (2022) digital governance frameworks. Findings suggest that current welfare systems operate in reactive modes characterized by fragmentation, delayed interventions, and institutional silos. The proposed model shifts governance toward anticipatory systems where data-driven intelligence enables preventive intervention and lifecycle-based service delivery. The study concludes that family-focused digital governance represents a structural transformation in public administration, shifting from reactive welfare models to predictive, integrated, and citizen-centered governance systems.

Keywords: Governance, Digital Transformation, Family Policy, Public Value, Social Services, Anticipatory Governance, Smart Government, Social Resilience

FROM MANDATE TO HEADCOUNT: APPLIED AI FOR DEFENSIBLE PUBLIC-SECTOR ORGANISATIONAL DESIGN

AUTHOR: IBRAHIM SHIYAM (PhD)

ABSTRACT

Public-sector organisational design defines an institution's departments, roles, job descriptions, and staffing levels. It is typically delivered as a consultant-led, project-bound exercise whose outputs are hard to defend, compare, or repeat when mandates change. When an oversight body asks "on what authority is this role exercised?" or "why is this staffing level required?", leaders are left with a slide deck rather than a verifiable chain of evidence. Established organisational-design theory describes what a coherent structure looks like, but not how to derive one from an institution's legal mandate; and public-accountability scholarship holds that public action must be answerable and verifiable — a defensibility that current design practice cannot supply. This paper proposes, implements, and demonstrates a mandate-driven methodology that treats organisational structure as a derivable artefact of the authoritative mandate. It asks whether AI-assisted design, anchored in authoritative source documents, can satisfy three tests of public-sector reform: traceability, where every artefact links back to mandate authority; repeatability, where mandate changes can be re-run through the design; and comparability, where peer institutions are compared by activities, skills, and workload rather than headcount alone.

The methodology operationalises a four-phase cascade — mandate clauses to activities, tasks, roles, job descriptions, and indicative headcount — each step grounded in the verified outputs of the last. Every AI call is recorded as an immutable run with its model, prompt, and response, and every artefact carries back-pointers to its source clauses. A working software platform implements this end-to-end. It adds manual editing with cascading-impact review, a conformance audit that flags coverage gaps and scope drift across job descriptions, activities, and the mandate, and multi-user authentication with an append-only audit trail. A worked example on an actual Maldivian public-sector mandate illustrates the cascade end to end: every derived role traces back to the clause that authorises it, and a subsequent change to the mandate can be re-run through the structure selectively rather than from scratch. The result is a mechanism that reduces reliance on one-off consultant exercises and improves the auditability, consistency, and defensibility of restructuring decisions before executives, parliaments, and oversight bodies.

Keywords: organisational design, applied artificial intelligence, civil service reform, defensibility, large language models, conformance audit.

FOSTERING A CONDUCTIVE WORK ENVIRONMENT THAT PROMOTES EFFECTIVE COLLABORATION BETWEEN CIVIL SERVANTS AND POLITICAL APPOINTEES TO LEAD GOVERNMENT AGENCIES TOWARDS SHARED GOALS

PRESENTED BY: THE PRESIDENT'S OFFICE

ABSTRACT

In the Maldivian public administration system, effective governance depends on constructive working relationships between civil servants and political employees. However, persistent friction arising from role ambiguity, politicization of administrative functions, power asymmetries, and communication gaps severely undermines institutional efficiency, staff morale, and service delivery. Given the critical nature of these issues, it is surprising that there has been limited research examining their scope and impact in the Maldivian context. Addressing these challenges is essential for promoting a more efficient and effective governance framework.

This study employs a qualitative research approach based on secondary data to explore the nature, underlying causes, and far-reaching implications of tensions within the Maldives public sector. It utilizes existing government records, published reports, and unpublished studies that have been developed over the different administrations. The data will be carefully examined using thematic analysis to uncover patterns of conflict, misunderstanding, and overlapping roles and responsibilities. The results will clearly demonstrate how these issues lead to inefficiency and a profound distrust within these institutions, thus highlighting the need for urgent reform.

Findings from the research will serve as the foundation for developing a structured dialogue framework tailored to the Maldivian administrative context, which can be piloted at the Maldives Civil Service Conference 2026, an ideal platform for knowledge-sharing, collaboration, and professional development in public sector governance, with a focus on reform, modernization, and innovative practices.

The intended outcome of this initiative is enhanced role clarity, strengthened mutual accountability, and trust-building, fostering harmonious working relationships between civil servants and political employees and encouraging them to function as a cohesive team in pursuit of shared goals.

This endeavor will significantly impact public sector reform in the Maldives by enhancing government effectiveness, boosting institutional performance, and elevating service delivery for the benefit of all citizens.

Keywords: Public Administration, Public Sector Modernisation & Reform, Political Dialogue framework, Role ambiguity, Conducive Work environment, Cohesive team, Effective Collaboration, Service Delivery improvement.

SERVICE CHARTER: THE TRUE REFLECTION OF THE PUBLIC IMAGE IN GOVERNMENT SERVICE DELIVERY

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PREPARED BY: RECRUITMENT SECTION, CIVIL
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ABSTRACT

The purpose of this study was to evaluate the formulation and implementation of Service Charters within civil service institutions. Its objectives were: to determine the proportion of institutions that have established and published Service Charters and to identify issues in the existing Service Charters. The research question examines whether Service Charters are being effectively utilized in service delivery within civil service institutions. To support this, theoretical aspects are highlighted, explaining how the concepts of service quality and Service Charters are interlinked. It also analyses two management approaches—TQM and the COSES model—to provide additional theoretical depth. This study represents a spot check conducted by the Audit and Compliance Section of the Civil Service Commission in 2025. The spot check is structured into two main components: an online survey of 669 civil service institutions and an in-depth analysis aimed at identifying issues in the formulation of Service Charters.

For the latter, the Service Charters of 38 randomly selected agencies across various sectors were examined. One of the key findings is that seven percent of the institutions that responded to the online survey have not developed a Service Charter in any form. The study recommends that civil service institutions without a Service Charter should formulate one promptly. It further emphasizes the need to regularly review and update existing Service Charters and provide comprehensive training. The study concludes with an overview of recent Civil Service Commission initiatives aimed at addressing and resolving these issues. In summary, to ensure that services provided by civil service institutions are of high quality and inspire public trust, it is essential to develop comprehensive Service Charters and adhere to the prescribed standards. Additionally, providing the necessary technical expertise and guidance is equally important.

Keywords: Service charter, Service quality, public service delivery, Citizen-centric.

TOWARDS AI-ENABLED GOVERNANCE IN THE MALDIVES ARCHITECTURE FOR INSTITUTIONAL KNOWLEDGE SHARING AND CITIZEN SUPPORT

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ABSTRACT

Public services in the Maldives generate substantial institutional knowledge across agencies that, when connected responsibly, can enable civil servants to access guidance faster and citizens to receive clearer support. Global AI systems, however, are trained predominantly on high-resource languages and do not systematically evaluate Dhivehi, producing a dual cost and reliability disadvantage for Maldivian users. This concept paper identifies a feasible AI architecture and delivery model for Dhivehi-first, citizen-responsive governance under small-state fiscal, human-capital, and geographic constraints. It is analytical and design-oriented; it does not report on a deployed system. What architecture best supports Dhivehi-first AI assistance? Which delivery model best balances sovereignty, lock-in resistance, and scalability? What institutional commitments make a hybrid public-private / open-infrastructure model viable? The paper combines a structured comparative analysis of four government-AI delivery models (Singapore, United States, United Kingdom, Estonia) scored against sovereignty, vendor-lock-in resistance, and small-state scalability; a focused evidence review of low-resource-language AI and public-sector AI governance; and an original April 2026 audit of Dhivehi artefacts on the Hugging Face Hub. The architecture is grounded in socio-technical systems theory and dynamic capabilities theory.

Keywords: AI architecture, responsive governance, Dhivehi, low-resource languages, public-private partnership, digital transformation.

FROM PRESENTEEISM TO PERFORMANCE: A CONCEPTUAL FRAMEWORK FOR A PERFORMANCE-ACCOUNTABLE CIVIL SERVICE IN THE MALDIVES

AUTHOR: AHMED ADEEL

ABSTRACT

The persistence of presentism remains a significant challenge within the Maldivian civil service. This culture can discourage innovation, reduce employee well-being, reward visibility over productivity, and limit the effectiveness of public service delivery. This concept paper examines how performance management systems can be redesigned to promote accountability for outcomes rather than attendance. It addresses the question of how the Maldivian civil service can transition from a culture of presentism to a performance-oriented system that enhances employee effectiveness, organizational performance, and public value. The objectives are to analyze the limitations of attendance-based performance norms and develop a practical framework for performance accountability within the Maldivian public sector. The paper is grounded in contemporary theories of performance management, employee motivation, and organizational behavior, which collectively emphasize goal clarity, employee autonomy, managerial support, and accountability for results. Drawing on these principles, the paper introduces the Performance-Accountable Civil Servant (PACS) Model, a conceptual framework that measures employee contribution through clearly defined outcomes, supported by SMART performance goals, coaching-oriented supervision, employee empowerment, and trust-based accountability mechanisms.

Using a conceptual and policy-analysis approach, this paper synthesizes international literature, public sector reform experiences, and existing civil service practices in the Maldives to develop and contextualize the PACS model. The framework is expected to improve productivity, employee engagement, organizational effectiveness, and service delivery outcomes while strengthening public trust in government institutions. The paper concludes that meaningful civil service reform requires a shift from monitoring presence to evaluating performance. By providing a context-sensitive framework for performance accountability, the PACS model offers a practical pathway for modernizing public administration in the Maldives. The proposed framework has important implications for policy, practice, and governance reform by supporting more effective workforce management, evidence-based performance evaluation, and a results-oriented public service culture.

Keywords: Presentism, Performance Accountability, Civil Service Reform, Performance Management, Public Sector Governance, PACS Model

EXPLORING THE FACTORS THAT AFFECT THE WORKING RELATIONSHIP BETWEEN CIVIL SERVANTS AND POLITICAL APPOINTEES IN THE MINISTRIES OF THE MALDIVES

AUTHOR: IBRAHIM MOHAMED

ABSTRACT

This research explores the relationship between Civil Servants and Political Appointees in the ministries of the Maldives. The study aims to understand the relationship between the two layers of public administration and propose solutions to overcome existing challenges. The objective is to examine how the relationship is perceived by both Political Appointees and Civil Servants through individual interviews in order to identify the underlying issues that hinder effective teamwork.

Due to the limitations of the study, a qualitative research approach was adopted. A total of twelve participants from government ministries were selected, and in-depth interviews were conducted to understand their perceptions of the relationship.

Data analysis was carried out using deductive and inductive coding methods, and the findings were categorized into themes aligned with the literature review. To support the study, books, journals, theses, research papers, and official government documents were reviewed.

Keywords: Civil Service, Political Appointees, Public Administration, Governance, Role Ambiguity, Administrative Efficiency, Public Service Delivery, Maldives

BUILDING AGILITY FROM THE GROUND UP: A CONCEPTUAL MODEL FOR DEVELOPING HOSPITAL SUPPORT STAFF TOWARDS SERVICE EXCELLENCE IN THE MALDIVES

AUTHOR: AHMED AALEE

ABSTRACT

There is no doubt the core service providers of hospitals are doctors, nurses and allied health professionals. However, their service truly becomes impactful and elevated when the hospital support staff are trained, competent and equipped with the knowledge required to work in the hospital environment. This paper proposes a conceptual model for strengthening the role of hospital support staff in achieving service excellence, institutional agility and national healthcare mandates within the Maldives Civil Service context. The functions of hospitals are highly interdependent across all units. Patient outcomes and daily operational load depend not only on clinical expertise but also on the effectiveness of non-clinical support services including, not limited to public relations, administrative departments, technical, and auxiliary functions like housekeeping and laundry. Despite their importance, many of these staff clusters remain structurally underdeveloped, with limited pathways for professional growth, mentorship, or leadership exposure. Drawing from principles of service excellence, modernization and reform, mentorship and coaching, and leadership transformation, this concept paper will suggest ways to enhance skills of hospital support staff while fostering healthy work culture that supports staff motivation and encourages long term work life balance.

Moreover, this paper aims to position hospitals for non-clinical support staff an attractive and a future-ready avenue to work at with career development opportunities. The paper integrates four focus areas: Redefining service excellence as a collective responsibility across all staff tiers, modernizing institutional structures through competency-based development, institutionalizing mentorship, and coaching as mechanisms for growth and transforming leadership culture toward inclusivity, agility, and emotional intelligence. By combining micro-level insight (the lived realities and challenges of support staff) with macro-level strategy (policy, leadership, and systemic reform) this concept paper aims to bridge the gaps between day-to-day experience and institutional modernization. It offers a scalable model to build agility "from the ground up," aligning hospitals with the broader national healthcare mandate for future-ready, people-centered governance. This concept paper will contribute towards building service excellence of hospital support staff. Similarly, this concept paper will redefine service excellence for hospitals, assist in enhancing patient experience and hospital operations.

Keywords: Healthcare service excellence, non-clinical service excellence, hospital support staff development.

CODE PRISM: A MULTI-AGENT, MULTI-LLM, SEMANTIC INDEXING ARTIFECT FOR REGULATORY CODE AUDITS — A DESIGN SCIENCE RESEARCH STUDY

LEAD AUTHOR: AHMED NAUFAL ABDUL HADEE
CO-AUTHOR: MOHAMED RIZNEE

ABSTRACT

Static code review remains critical for identifying vulnerabilities prior to deployment, yet current tools often struggle to align with regulatory requirements or provide auditor-ready outputs. This study introduces Code Prism, a multi-agent, multi-LLM framework using retrieval-augmented generation (RAG) and semantic indexing to support automated yet auditable static code review.

The framework is validated through iterative design and tested against open-source and industry-standard tools, with feedback from auditors and UX experts. Results show improved vulnerability detection, significant reductions in reporting time, and enhanced auditor satisfaction. Limitations include a lack of benchmarking against high-end commercial suites and limited coverage across diverse repositories. The paper contributes a replicable design-science approach to integrating multi-LLM agents for regulatory code review workflows.

Keywords: Static Code Review; Regulatory Compliance; Multi-Agent Systems; Large Language Models; Retrieval-Augmented Generation; Semantic Indexing; Auditor-Ready Reporting.

ENHANCING ORGANIZATIONAL EFFICIENCY AND STAFF MOTIVATION THROUGH FLEXIBLE WORK ARRANGEMENTS IN MALDIVES CIVIL SERVICE: A CASE STUDY FROM MALDIVES CIVIL SERVICE COMMISSION

LEAD AUTHOR: FATHIMATH ZAHRA
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PREPARED BY: ORGANIZATIONAL DEVELOPMENT &
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ABSTRACT

Technological advancements and evolving workforce expectations have increased globally which requires the need for flexible and digitally enabled work models in the public sector. Under Maldives 2.0 digital transformation agenda, the Maldives government is giving a high importance for digital transformation and modern innovative approaches in public service delivery. However, despite ongoing digital transformation initiatives, civil service practices remain mostly traditional, emphasizing physical presence and fixed schedules. Flexible Work Arrangements (FWAs) offer a mechanism through which the civil service can enhance employee motivation and improve organizational efficiency, aligning HR practices with national digital transformation efforts. The purpose of this study is to examine the role of flexible work arrangements (FWAs) in improving employee motivation and organizational efficiency within Civil Service Commission. The study also highlights major challenges to implement flexible work arrangements (FWAs) across civil service organizations.

The study employed a mixed-method research design approach and primary data was collected from total of 60 employees working in Civil Service Commission (CSC) using a structured questionnaire. Descriptive and inferential statistics such as percentage and correlation analysis are applied to analyze the data. The findings of the study revealed that, buffer time and remote working as the most utilized flexible work options among employees in CSC. The correlation analysis revealed that, there is a statistically significant moderate positive relationship between FWAs and Employee motivation while FWAs and organizational efficiency showed a weak positive relationship.

Keywords: Civil service, Flexible Work Arrangements, Organizational efficiency, Employee motivation

MANAGING WITH LEGAL CONFIDENCE: A “SAFE-HARBOR” FRAMEWORK FOR RESPONSIVE CIVIL SERVICE LEADERSHIP

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ABSTRACT

Supervisors within the Maldivian civil service often navigates a performance management “compliance trap,” where fear of procedural reversals causes hesitation in addressing underperformance, ultimately driving administrative delays and staff burnout. This study aims to propose and validate a practical, legally compliant operational framework the Legal Traffic Light Protocol (LTLP) designed to protect administrative decisions while supporting decisive leadership.

The central research question asks how internal preventative frameworks and procedural safeguards can protect administrative decisions while supporting evidence-based leadership. Adopting an explanatory sequential mixed-methods approach, the research evaluates an empirical dataset of 31 employment tribunal disputes (2024–2026), 25 High Court records, 12 internal Civil Service Commission annulments, and a field survey of 59 supervisors. Empirical findings reveal that 61.1% of employer losses before the Employment Tribunal stem from technical procedural reversals rather than substantive deficits.

High Court data indicates a 57.1% strategic withdrawal rate for affirmative appeals, largely due to initial case files lacking baseline procedural fairness. Furthermore, 78.0% of supervisors confirm that legal hesitation drives disciplinary delays, contributing to high-performer burnout in 81.4% of cases. To eliminate these foundational defects, this paper introduces the LTLP as an internal administrative gatekeeper.

Conceived as a risk-calibrated triadic framework, the protocol classifies workplace actions into fatal jurisdictional flaws (Red), curable irregularities (Yellow), and compliant paths benefiting from a presumption of regularity (Green). By synthesizing principles of substantial compliance into the existing Civil Service Regulation (Chapter 28), this study proposes a structured implementation agenda for the Commission. Adopting the LTLP as a mandatory pre-decision audit transitions the Commission from an external enforcer into a strategic partner for agile, secure, and responsive governance.

Keywords: Administrative Law, Procedural Fairness, Safe-Harbor Doctrine, Civil Service Governance, Comparative Public Law, Procedural Justice, Accountability.

THE ROLE OF LEADERSHIP BEHAVIOR IN BUILDING A CONSTRUCTIVE SCHOOL CULTURE: A STUDY ON SELECTED SCHOOLS OF THE MALDIVES

AUTHOR: WALEEDA MOHAMED

ABSTRACT

Education reform in the Maldives demand for competent teachers to respond to diverse needs of the system. Strengthening teacher efficacy thus aligns closely with national priorities of the sector. School leadership plays a crucial role in shaping teacher self-efficacy. This study aims to find out the relationship between leadership behavior, constructive school culture, and teacher self-efficacy.

The sample includes 382 teachers from selected cities of the Maldives. SPSS and AMOS were used as the data analysis tools. The findings show that there is a relationship between leadership practices, constructive school culture and teacher self-efficacy in the Maldives.

Keywords: Leadership Behaviour, Instructional Leadership, Distributed Leadership, Constructive School Culture, Educational Leadership, Small Island Education Systems, Organizational Culture, Education Effectiveness, Management, Change Management.

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