

Maldives Civil Service Strategic Plan 2016-2020

Final



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MESSAGE FROM THE CHAIRPERSON OF THE CIVIL SERVICE COMMISSION

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

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

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

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

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

Dr. Aly Shameem
President
Civil Service Commission

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FINAL

ACRONYMS

CS Act (2007): Civil Service Act 2007

CSC: Civil Service Commission

CSTI: Civil Service Training Institute

HRD: Human Resource Development

HRMDC: Human Resources Management Development Committee

ICT: Information Communication Technology

KPIs: Key Performance Indicators

MCS: Maldives Civil Service

MDA: Ministries, Departments, Agencies

PSs: Permanent Secretaries

SPC: Strategic Planning Committee

SPU: Strategic Planning Unit

INTRODUCTION

The reform programs introduced over the past years have brought tremendous changes to the Maldives. Since the first multi-party elections held in 2008, successive governments have launched ambitious and multi-faced development programs that require professional and technical skills to manage, while the political and economic systems, institutions, and society at large have evolved with the dynamic changes proposed.

Civil Service Act (CS Act 2007) materialized as part of the modernizing process of public administration. Together with the Public Sector Reform Section at the President's Office, Civil Service Commission (CSC) attempts for further democratization of the public sector and governance reform programs are ongoing. While the fulfilment of the CSC's mandate is also now part of governance reform, this Strategic Plan 2016 - 2020 will be developed to further support governance reform, through best practices and good governance principles.

The 2011-2015 Strategic Plan has fed and guided CSC commitment in fulfilling its tasks during the past 5 years. The key focus was on modernization and innovation through organizational development, strengthening of human resources development (HRD) and training and enhancement of services through Information Communication Technology (ICT), decentralization, international cooperation and strategic planning¹. However, on review, it was found that most of the Key Performance Indicators (KPIs) related to e-services were not delivered due to lack of an effective ICT strategy and finances. In the literature review and meetings, it was found that during the first two years of the plan period, monitoring and evaluation of the Strategic Plan was weak. This was later rectified with the establishment of a core unit within the Corporate Service at CSC, with a dedicated staff to monitor the progress of Strategic Plan implementation and henceforth, 16 out of the 31 KPIs were achieved.

The development of the Strategic Plan 2016-2020 for the Maldives Civil Service (MCS) began in 2015. In the deliberations held as part of this strategic planning process, it was revealed that a stronger and more focused civil service is of paramount importance to ensure effective delivery of services and to enhance the performance of the government of the day. Furthermore, well-managed Ministries, Departments, Agencies (MDAs), along with a high degree of delegation of responsibility, are critical in creating a result-oriented performance. Talent management and talent retention, along with a competency based recruitment

¹ Maldives Civil Service Strategic Plan 2011-2015

system, is crucial for the credibility of a professional civil service and to gain the confidence of the public.

The key challenges of the MCS are:

- **Strategy Challenge**

Refocusing on the core role of coordinating strategy across the government with CSC and the MCS.

- **Governance challenge**

Working towards a more strategic centre and build capacity of MDAs to hold themselves accountable – a role that HRMDCs at the MDAs level have yet to adequately deliver.

- **Collaboration challenge**

Developing synergies to connect the work of MDAs through new governance arrangements.

The 2016-2020 Strategic Plan of the MCS consists of a five-year Strategic Plan and Strategic Action Plan. Its aim is to develop a strategy for building capacity and capability through change and investment. The timeline for activities take into account internal and external factors that may impact the implementation of the Strategic Plan. This strategic planning document outlines the current political, legislative and the wider planning context, overview of MCS and CSC, review of past Strategic Plan, SWOT analysis and vision direction of upcoming SP and the SAP 2016-2020.

Looking ahead, the strategic outcomes focus on creating a more competent, motivated and productive civil service that can deliver the policies of the government of the day efficiently and effectively. Successful implementation requires trust and confidence among the stakeholders, with proper communication and coordination in place.

ANALYSIS OF THE CURRENT SITUATION OF THE CIVIL SERVICE, CIVIL SERVICE COMMISSION AND ITS STAKEHOLDERS

POLITICAL CONTEXT

Over the past few years, since its democratization reform began, Maldives has experienced profound changes. The first multi-party election in 2008 saw a new President elected. The second Presidential election held in 2013 saw another President take the office. With each change in President, manifestos, pledges and policies changed. During the next Plan period of MCS, another scheduled Presidential, Parliament and local government election will be held.

LEGISLATIVE CONTEXT

To implement governance reform, various laws and Acts have been passed. CS Act (2007) being the first such Act to be passed, it was envisaged that amendments to the Act would be brought within a year. While changes to CS Act (2007) have been made, additional changes are needed to further enhance the professional and institutional functions of the MCS have been proposed, but yet to be tabled. With the intent of devolving political, administrative and fiscal responsibilities to the elected councils, the Decentralization Act (2010) was passed and this had a monumental impact on the MCS operations at Atoll and Island Councils. However, with further amendments to these Acts, some of the delegated powers have been repealed. After the CSC Act (2007), an Employment Act (2008) was also passed by the Parliament. The Employment Act (2008), which overrides the CS Act (2007), has some functions, which overlaps with the CSC Act. Amendments were proposed to but this has yet to be tabled, and a failure to exempt CS Act (2007) from the Employment Act (2008) poses a problem for MCS in creating efficiency in the delivery of services.

As MCS is the biggest employer and patron of the pension funds, Pension Act (2009) also is of utmost importance to MCS. Hence, close collaboration needs to be established with the Pension Authority to ensure that the civil servants have a clear understanding of the value added to their contribution and an idea of the life they would live on the pension.

WIDER PLANNING CONTEXT

Achieving excellence in civil service is a priority on successive governments' agendas and one of the key pillars of the reform agenda for the modern democratic process in Maldives. In the development and implementation of the governance policies, a

professional civil service needs to be a significant player. In addition, to be capable of implementing and measuring the success of those policies, MCS needs to become a more institutionalized and stronger organization that can achieve excellence in public service through effective political economy dynamics, a strong sense of purpose, a clear vision and pragmatic flexibility for rapid and sustained development.

In the recent political context of Maldives, effectiveness of strategic planning process has been hindered by a short-term focus on party manifestos, which also replaced the long term national development plans. This has had its adverse impact on the planning process of independent institutions, such as the CSC, in delivering the visionary objectives of the strategic plans. As identified in the Maldives Human Development Report 2014 by United Nations Development Programme (UNDP), the post-democratic transition context in the Maldives provides an opportunity to enhance the capacity of institutions to design and implement policies that encourage human development².

As such, independent institutions such as the CSC could embark on long term strategic planning. For effective implementation of its planning activities, CSC also needs to work with political parties and political leaders to get them thinking beyond the ballots and elections.

While the democratic transition has had its impact on the country's long-term development planning process, there are certain actions to be taken by CSC. It needs to create an environment for successful and effective implementation of the future strategic plan. It also needs to reflect on its policies, and do an in-depth analysis of their effectiveness and address any structural problems arising. Furthermore, it needs to rethink planning and long-term visioning beyond a five-year cycle.

MALDIVES CIVIL SERVICE AND CIVIL SERVICE COMMISSION

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

² Maldives Human Development Report 2014, Bridging The Divide: Addressing Vulnerability, Reducing Inequality Summary Ministry of Finance and Treasury and the United Nations Development Program in the Maldives, June 2014, 22

The CSC consists of five Commissioners appointed by the President on the recommendation of the People's Majlis (Parliament) for a five-year term. The Permanent Secretary (PS) 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 PSs who give policy advice to CSC on matters relevant to the functioning, operation and regulation of the MCS. The Human Resource Management and Development Committees (HRMDC) operate within the MDAs and comprises of PSs and a team of senior staff selected from each MDA. The HRMDC's role is to assist PSs in the operation of the MDAs.

CSC has made plans for future of MCS. The Strategic Planning Unit (SPU) at CSC undertakes planning, monitoring and implementation of the Strategic Plan of MCS and ensures that CSC is a dynamic and professional organization ready to facilitate services to MCS. The performance based appraisal management system, which was introduced to CSC in 2014, to monitor performance indicators on a timely basis, assisted in creating a new work environment based on organizational objectives and targets for a more agile, dynamic and professional civil service for the future.

It is estimated that the civil service is the biggest employer within the State services. Current full-time civil servants are about 23,688³. Female employment is higher at general and managerial staff ranks, but lower at executive staff ranks⁴. So far, no extensive study on the size of civil service has been done.

REVIEW OF STRATEGIC PLAN 2011-2015

The Strategic Plan 2011-2015 has been used as a guide for the operation and function of the MCS over the past five years. The 6 strategic thrusts identified in the strategic plan 2011-2015 are modernization and innovation, HRD and training, organization development and performance, strategic planning, research and development, decentralization and international cooperation.

The first strategic thrust proposed modernization through improved legislative reforms and a transparent inquiry system, along with innovation focusing on e-

³ Statistics from CSC, as of 15 November 2015.

⁴ General Support staff ranks male 2381, female 4378; Managerial Support staff rank male 1850, female 2476; Executive rank male 359, female 177. Statistics from CSC, as of 15 November 2015

delivery and e-performance appraisal system and upgrade of ICT network infrastructure. Under HRD and training, the major focus was on competency based assessment, development of training policy and plan, leadership and succession planning. Organization development and performance aimed at the roles and functions of the MDAs and development of a model for organization performance. Under strategic planning, research and development, the major focus was on creation of a platform for institutionalizing research and strategic planning. Hence, the thrust on decentralization aimed at developing an online e-human resource information system for MCS. Finally, the aim of the thrust on international cooperation was to secure right international expertise and assistance for MDAs while acquiring best practices and adapting to international standards.

After review of the CSC Strategic Plan 2011-2015, it was found that 16 of 31 KPIs have been achieved, while there are delays in implementing 3 KPIs. In addition, 12 KPIs are off track.

Over the course of the past Strategic Plan 2011-2015, several achievements have been made. There were improvements in job evaluation and establishing of a job classification system, organization review program of the 15 MDAs and decentralization of personnel management function through ICT based system. The former two tasks are essential to create a modern civil service, establish a right size for the civil service and create a career-based service, which would attract talent to civil service. Other achievements include the development of a management audit framework, civil service training needs assessment, Civil Service Training Institute (CSTI) Strategic Action Plan and the revision of civil service regulations with more decision-making functions entrusted to MDAs, facilitating MDAs operations.

For those completed, follow up processes will be identified and included in the new plan while reviewing and carrying forward the on track and off track KPIs. Deliberations and the findings reveal that some KPIs are still relevant and so, need to be carried forward to the new plan, such as career planning, training policies and training plans. The status of the KPIs of the Strategic Plan 2011-2015 are in Annex 1.

STRATEGIC PLANNING PROCESS

In 2014, CSC began the strategic planning process for the 2016-2020 Strategic Plan, with the process initiated to identify the progress of the current plan. Both qualitative and quantitative findings were obtained using different techniques such as survey forms, Focus Group Meetings and workshops. This strategic planning process facilitated institutionalization of the strategic approach and set the directions and major programs MCS will undertake over the next five years.

DESK REVIEW

An in-depth desk review was conducted in order to gather information for the Strategic Plan 2016-2020. Key documents include CSC Annual Report 2011, 2012, 2013, 2014, Findings and Progress Report of MCS Strategic plan 2011-2015, and First Civil Service Annual Conference 2014.

PARTICIPATORY PLANNING PROCESS

To reflect stakeholder's needs and expectation in the planning process, a participatory strategic planning approach was used in the development of the strategic Plan 2016-2020. Extensive consultations took place internally, with CSC and secretariat. Interviews were also conducted with a broad range of key stakeholders, including politicians, experienced public administrators, current PSs, civil society organizations and law makers.

Preliminary findings were presented to the CSC and the Advisory Committee. Furthermore, the findings of Workshop on Strategic Foresight: MCS in 2020, Workshop on Visioning 2016-2020 and the Focus Group meetings with the MDAs are used to identify the priority areas for the development of the new vision, mission, strategic objectives and the strategic thrusts for the Strategic Plan 2016-2020. A SWOT Analysis was also conducted, facilitating the development of the strategic plan through a systematic assessment of the internal status of the MCS and the external environment in which it operates.

An initial draft of Strategic Plan and Strategic Action Plan was presented to CSC and feedback received was incorporated. A revised draft was provided to the CSC for approval and a final validation session was held with key stakeholders to finalize the plan.

SWOT ANALYSIS

As part of the strategic planning process, a SWOT analysis workshop was held with the key stakeholders. A SWOT analysis was formulated after intense discussion with the participants on the internal strengths and weaknesses, and a forward-looking assessment of the external environment, identifying potential threats and opportunities that MCS may face in the future. What follows is a main summary of the findings of the SWOT analysis.

Strength	Weakness
<ol style="list-style-type: none"> 1. Large dedicated workforce 2. Tech savvy employees 3. Serves across the nation 4. Evolving e-recruitment process 5. Establishment of performance appraisal mechanism 6. Job security 7. Established policies and regulations 8. Independence of CSC 9. Fostering international cooperation 10. Decentralized systems 11. Technologies already available 	<ol style="list-style-type: none"> 1. Outdated laws 2. Budgetary constrains 3. Top heavy vertical organization structures 4. Huge ministries, difficult to manage 5. Salary structure not attractive enough to attract qualified professionals 6. Slow service delivery 7. High percentage of civil servants still follow manual processes 8. Mismatch between mandate and resources 9. Not much emphasis on work-life balance 10. Inadequate focus on health and safety 11. Weak performance appraisal system 12. No succession planning 13. Lack of good governance 14. Lack of SOPs and guidelines/procedure 15. Unable to retain staff 16. Weak work ethics
Opportunities	Threats
<ol style="list-style-type: none"> 1. Online services available to public 2. Fostering international cooperation 3. Highly educated school leavers and youth 4. Economic and social growth of the country 5. E-learning opportunities 6. Digital and social media 7. International and local exposure 8. Work life balance 	<ol style="list-style-type: none"> 1. Control over of budget 2. Political influence 3. Negative perception 4. Geographical composition 5. Private sector offers better remuneration packages

STRATEGIC PLAN 2016-2020

Strategic direction

Vision

Develop a motivated, competent and proficient civil service

Mission

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

Core Values

- ❖ *Integrity*
- ❖ *Discipline*
- ❖ *Competence*
- ❖ *Dedication*
- ❖ *Timeliness*

Strategic objectives

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

STRATEGIC THRUSTS

1. STRONG INSTITUTIONAL FRAMEWORK

The MCS was created as an important institution that focuses on service delivery and to serve the government of the day. The Government elected has a mandate, through its executive, to ensure the efficient functioning of the Government. The PS and all the other staff members assigned with the task of delivering government policies are to be appointed by the CSC. The independent personnel functions, assigned to the CSC, has created major rifts between PSs, CSC and the political heads. It has become an extremely difficult task to institutionalize the role of PSs as they have been assigned varying degrees of powers and responsibilities. Necessary changes to the CS Act (2007), which can facilitate a leaner and more agile CS was one of the issues identified. Lack of State service has resulted in notable differences in all aspects of operation between civil service, other State institutions and the government. Hence, a “whole-government” approach is needed to address this and connect the gap. Such an approach necessitates amendments that facilitate and ensure effective decisions by the politicians, PSs and the CSC. Under this thrust, institutional frameworks of MDAs will be more focused and necessary amendments to CS Act (2007) need to be brought in order to create efficient delivery of services to public through deregulation.

2. HUMAN CAPITAL DEVELOPMENT

Under human capital development, several initiatives were made to create a professional CS through staff training. But little has been done on creating a skilled and motivated work force that can live up to the vision of ‘quality people, quality service and quality performance’. MCS has experienced very ambitious development agendas through political leader’s ‘manifestos’ and public outcry for efficient and effective service. However, there is insufficient capacity to meet current & future demand for such efficiency. MCS staff, facilities and infrastructure are severely under-resourced. MCS must deliver the required capacity to cope, not only with current demand but with also predicted demand in the years ahead. To deliver key services requires capacity in all parts of the MDA’s. MCS needs to look into means of empowering staff to meet these needs and demands. Hence, this thrust aims to build on the human capital development programs to further enhance the civil service policy advice capabilities, capacity, competency and skills, professional training, performance and improve pay, rewards and recognition systems that would motivate civil servants to be high performers.

3. ORGANISATIONAL EMPOWERMENT FOR PERFORMANCE

Organizational empowerment is a prerequisite for efficient and effective service delivery. MCS is expected to deliver services in an increasingly wide range of circumstances. This includes services provided at the centres of high density populations, to small, sparsely populated islands. It also includes changing requirements for wide range of services in a short span of time.

MSC needs to strengthen its coordination with government counterparts. Lack of flexibility in the civil service regulation to meet the changing requirements for service creates uncertainty and disharmony at all levels. For example, performance appraisals are done through a single form, using set descriptors, irrespective of their service or job. Hence, the benefits and rewards based on that appraisal are also treated in a similar manner. To overcome this, amended civil service regulations have set the framework for delegation of responsibilities to the MDAs. Where trust is built and objectives are aligned, flexible means of interface becomes effective. MDAs are required to explore flexible means to collect and share reliable, timely data with other agencies.

This thrust set forth objectives to further strengthen and institutionalize the decentralized civil service employment functions, deregulate civil service regulatory framework and develop lean and efficient organizations that focus on productivity, innovation and creativity, and deliver government policies effectively.

4. PEOPLE-FOCUSED SERVICE EXCELLENCE

Effort has been made in the last Strategic plan to introduce ICT based E-services, as a priority to create citizen focused service excellence. Since ICT is widely available and are in use in all offices, institutions need to take maximum advantage of this. To this end, they could digitalise simple things such as employment attendance. MCS is successfully rolling out the decentralization of personnel management functions. Similar integrated systems such as Human Resource Management System needs to be developed and rolled out to be used and standardized within MDAs. Apart from this, there is demand for more online service and training through web based information management systems, E-services for efficient customer service. This thrust focuses on creating a holistic approach to service excellence inculcating a proactive and responsive customer focused attitude and provide innovative and creative civil service delivery mechanisms.

5. INCLUSION AND COLLABORATIONS

Women employment in civil service is high, but fewer women reach the executive positions. CSC needs to encourage and empower women to take up more senior portfolios. Women need to be seen in more prominent roles of public service and reflect government pledge on gender equality. Proactive promotion of women participation in civil service and mainstreaming gender perspective in all spheres of public administration need to be given a high priority. This can be achieved only after a good assessment of the current gender context in public service.

At the same time, there is limited research on employment opportunities for people with special needs. For feasible employment possibilities for people with special needs and disabilities, institutions need to rethink their policies.

, initiatives were taken to collaborate with select institutions for training, development assistance and research purposes through Memorandum of Understandings. For training and research to be further strengthened, stronger networking with local and international institutions and partners need to be reinforced. This thrust proposes key objectives to increase inclusive engagement and encourage positive discrimination of women at decision-making levels, encourage people with special needs to be self-reliant and establish strong linkages and collaborations with relevant international and local institutions.

MONITORING IMPLEMENTATION

Planning becomes effective with a proper implementation plan and an established process for monitoring and evaluation of the Strategic Plan. Overall accountability and risk ownership for implementation shall reside with the CSC members, the Advisory Committee and the Senior Management Committee of CSC. A Strategic Planning Committee (SPC) comprising of CSC members, Permanent Secretaries and CSC Management Committee will be formed. Responsibility for delivery shall reside with the SPC and the Strategic Planning Unit (SPU) at CSC can monitor the administrative component of implementation

The SPC is responsible for monitoring and evaluating the MCS Strategic Plan for the next five years, facilitating the finances for implementation, providing strategic control where appropriate and creating a public communication strategy to inform and create awareness and mobilize participations as well as gain support from MCS, key stakeholders and the public at large. Meanwhile, SPC ensures that SPU at CSC adheres to the following strategic approaches to implementation:

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

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

Strategic thrust 1: Strong institutional framework						
Strategic Goal: To enhance institutional frameworks of MDAs and bring about necessary amendments to CS Act 2007 and to create efficient delivery of services to public through deregulation and one-government approach.						
No.	Strategic Objectives		Strategic Actions	Performance Indicators	Timeline	Implementing Partners
1.1	Amend the <i>CS Act 2007</i> to develop a modern and innovative civil service	1.1.1	Establish work committees to revise CS Act for the purpose of innovating and modernizing Maldives civil service	i. TORs drafted, outlining role and responsibilities of the committee	Jan – Mar 2016	CSC, PO, Majlis (Parliament)
				ii. Committee established and operational with membership from CSC, MDAs and technical experts	Mar – May 2016	
				iii. Draft amendments proposed for <i>Civil Service Act (2007)</i>	Dec 2016	
1.2	To build trust and adaptability and the acceptance between and among the political and civil service staff to work towards one goal through ‘whole of government approach’	1.2.1	Establish a dialogue platform using a ‘whole of government approach’ where CSC, PS and political team can work	i. Committee established	Jan – Mar 2016	CSC, PO
				ii. Dialogue platform developed and endorsed	Mar – May 2016	
				iii. Implementation of the dialogue platform	Dec 2016	

1.3	Mechanism to empower HRMD committees and capitalize on the responsibilities devolved to HRMD committee by Civil service regulation to foster enhanced service delivery	1.3.1	Establishment of strategy boards which brings together Permanent Secretaries and the Ministerial team to develop policy and long term strategy for MDAs	i. Portfolio responsibility for development of HRMD board assigned at commission level	Mar - April 2016	CSC, MDAs
				ii. Concept paper on restructured HRMD management boards developed	May - Aug 2016	
				iii. New structure for the HRMD management boards approved and implemented	Jan 2017	
1.4	Strengthen CS code of conduct and procedures and decentralize to further reduce bureaucratic red tape and revise out-dated regulations	1.4.1	Ongoing review and research	i. Review of CSC code of conduct and procedures conducted	Jan 2016 – Dec 2020	CSC
				1.4.2	Strengthen disciplinary action to improve negligence and under performance	i. Portfolio responsibility for development of policy assigned at commission level
		ii. Concept paper developed	Aug 2016			
		iii. Policy approved and implemented	Jan 2017			
1.5	Establish transparent inquiry system	1.5.1	Create and implement a policy on complain and inquiry	i. Portfolio responsibility for development of transparent inquiry system assigned at commission level	Jan – Jun 2016	CSC
				ii. Policy on transparent inquiry system developed	Jul – Sep 2016	
				iii. Policy Implemented	Feb 2017	

Strategic thrust 2: Human capital development						
Strategic Goal: Strengthen human capital development, civil service policy advice capabilities, capacity, competency and skills of civil servants and improve rewards and recognition systems to motivate civil servants to be high performers.						
No.	Strategic Objectives		Strategic Actions	Performance Indicators	Timeline	Key Implementers
2.1	Professional development and professional advancement of civil servants through career development and succession program	2.1.1	Identification and development of strategy and policy for career development and succession program	i. Research on career development strategy conducted	Jun 2016	CSC, MDAs, PO
				ii. Policy developed and pre-tested	Jan 2017	
				iii. The strategy and policy on career development and succession implemented	Mar 2017	
2.2	Enhance talent acceleration and talent retention in civil service, develop, and institutionalize an effective and efficient mechanism to deliver professional training to all civil servants.	2.2.1	Training policy & training plan for MCS	Annual training plan for MDAs developed	2016-2020	CSC, CSTI, MDAs
		2.2.2	On-the-Job training & mentoring / coaching program for existing staff & new recruits in MDAs	i. Mapping study conducted to Identify job competency & requirements for on-the-job training	Jan 2017	CSC, CSTI
				ii. Jobs & personnel that require on-the job-training & mentoring identified	Jan 2018	
iii. On-the-job-training, coaching & mentoring requirements developed	Jun 2018					

			iv. Civil service examination process established	Jan 2019	
	2.2.3	Develop and institutionalize the function of leadership, management & professional advancement program' within CSTI	i. Training needs analysis to identify the gap conducted	Jun 2016	CSC, CSTI
			ii. Capacity development programs based on leadership, knowledge, competency, skills & innovation developed	Jun 2017	
			iii. Career development programs for dedicated & high performing Civil Servants conducted	Jan 2018 – Dec 2020	
	2.2.4	Encourage continuous knowledge seeking and knowledge generation	i. Assessment conducted with MDAs to identify resource gap needed for continuous knowledge seeking and generation ii. Capacity gaps and required trainings mapped in terms of context specific trainings iii. Continuous knowledge seeking and capacity development plan developed and adapted, including mechanism to monitor impact	2016-2018	CSC, CSTI

				iv. Roll out the capacity development program for continuous knowledge seeking and generation at all MDAs		
		2.2.6	Establish and introduce digital and distanced learning solutions for outreach training programs through e-learning programs for MCS	<ul style="list-style-type: none"> i. Assessment conducted with MDAs to identify resource gap needed for e-learning ii. Assessment conducted to identify capacity gaps and required trainings iii. e-learning development plan and capacity development plan developed and adapted, including mechanism to monitor impact iv. Roll out the capacity development program for e-learning to all MDAs 	2016-2020	CSC, CSTI
		2.2.7	Strengthening work ethics, dedication and integrity through all training programs	<ul style="list-style-type: none"> i. Assessment conducted with MDAs to identify resource gaps needed ii. Consultation organized to assess organizational, departmental and individual goals and identify capacity gaps and mapped iii. A capacity development plan developed and adapted, including mechanism to monitor impact 	2016-2020	CSC, CSTI

				iv. Roll out the capacity development programs to all MDAs		
		2.2.8	Promote and inculcate civil service culture that is courteous, respectful	i. Assessment conducted with MDAs to identify resource gaps and capacity gaps ii. A training plan developed and adapted iii. Roll out the training programs to all MDAs	2016-2020	CSC, CSTI
		2.3.1	Identification of intrinsic and extrinsic reward packages for civil servants	i. Research on the intrinsic and extrinsic reward packages for civil servants conducted	2016-2020	CSC
				ii. Proposal with increment and streamlined salaries and allowances and pre test developed	2016-2020	
				iii. Roll out plan developed with relevant stakeholders	2016-2020	
				iv. Intrinsic and extrinsic reward packages for civil servants approved and implemented	2016-2020	
2.3	Motivate civil servants to be high performing through improved reward and recognition systems	2.3.2	Promote work life balance and healthy lifestyle	i. Concept on establishment of a functional civil service club developed	Jun 2016	CSC, MDAs

				ii. Concept note presented and approved	Jan 2017	
				iii. Funds and any infrastructure needed for the establishment of a functional civil service club secured	Mar 2017	
				iv. Functional civil service club established	Jan 2018	
	2.3.3	Macro study on security at workplace and work facility sufficiency		i. Study conducted on security at work place and work facility sufficiency	Jan 2017	CSC
				ii. Reports on security at work place and work facility sufficiency and pre test finalised	Jun 2017	
				iii. Roll out plan developed on security at work place and work facility sufficiency with relevant stakeholders	Jan 2018	

				iv. Policy on security at work place and work facility sufficiency approved and implemented	Jun 2018	
2.4	Enhance workplace relations and develop effective mediation and dispute resolution mechanism	2.4.1	Review policy on mediation and dispute resolution	i. Conduct an assessment on the current mechanism and develop recommendations	Feb 2017	CSC
				ii. mediation and dispute resolution mechanism developed and piloted	Sep 2017	
				iii. A roll out plan for all MDAs developed	Nov 2017	
				iv. policy on mediation and dispute resolution mechanism established and implemented	Jan 2018	
2.5	Improve recruitment and selection procedures	2.5.1	Development of competency based model and revise merit definition or components	i. Research on competency based model to identify the components for revision conducted	Jan 2016	CSC
				ii. Competency based model developed and pilot conducted	Jul 2016	

				iii. Roll out plan developed	Jan 2017	
				iv. Competency based model with revised merit definition developed and implemented	Mar 2017	

Strategic thrust 3: Empowered Organizations						
Strategic Goal: Strengthen and institutionalize the decentralized Civil Service employment functions, deregulate civil service regulatory framework and develop lean and efficient organizations that focus on productivity innovation and creativity, and deliver government policies effectively						
No.	Strategic Objective		Strategic Actions	Performance Indicators	Timeline	Key Implementers
3.1	De-regulate the civil service regulatory framework.	3.1.1	Strengthen and institutionalize the decentralized civil service employment functions	i. Assessment conducted on the existing de-regulatory framework and its effectiveness	Mar 2016	CSC, MDA
				ii. Amendments proposed to de-regulatory framework	Jun 2016	
				iii. Amendments approved and implemented	Jan 2017	
				iv. Audit mechanism developed and pilot audits conducted	Jan 2019	
		3.1.2	Re-formulate CS regulation on a deregulated model	i. Assessment on an effective de-regulated model for CS regulation conducted	Jun 2017	CSC, MDA
				ii. Roll out plan for the model developed study with relevant stakeholders	Jun 2018	
				iii. Model and roll out plan approved and implemented	Jan 2019	

3.2	Review and strengthen the performance management system	3.2.1	Develop pay scale for a performance based evaluation system	i. Research on pay scale modalities for performance based evaluation system	Jan 2019	CSC
				ii. Roll out plan developed with stakeholders	Jan 2020	
				iii. Policy on pay for performance based system approved and implemented	Jun 2020	
3.3	Develop effective mechanisms of compliance and post-employment auditing	3.3.1	Review compliance and establish system for post-employment auditing	i. Review of compliance improvement methods conducted	Jan 2017	CSC
				ii. Review on compliance improvement methods and pretest conducted	Jul 2017	
				iii. Policy on post-employment auditing developed.	Jan 2018	
				iv. Policy on post-employment developed	Apr 2018	
3.4	Monitoring, evaluation and rating organizational performance of all MDAs	3.4.1	Developing criteria for STAR RATING	i. An expert t to develop the criteria for STAR RATING recruited	Jan 2017	CSC
				ii. STAR RATING criteria and pilot conducted	Sep 2017	

				iii. Roll out plan on STAR RATING criteria developed with relevant stakeholders	Nov 2017	
				iv. STAR RATING criteria approved and implemented	Jan 2018	
3.5	Work towards a common understanding of a right size for MDAs with a hybrid model to achieve organizational goal	3.5.1	Review of all MDAs	i. Expert to assess all MDAs recruited	Jan 2017	CSC
				ii. Policy and schedule developed to review all MDAs developed	June 2017	
				iii. Reviews of all MDAs conducted	Jul 2017 – Jun 2018	
				iv. Implement reviews findings and recommendations with MDAs	Jan 2019	

Strategic thrust 4: People focused service excellence						
Strategic Goal: Inculcate proactive and responsive customer focused attitude and provide innovative and creative civil service delivery.						
No.	Strategic Objective		Strategic Actions	Performance Indicators	Timeline	Key Implementers
4.1	Strengthen the governance and management of civil service delivery	4.1.1	(i) Implement rigorous monitoring and assessment of civil service delivery (ii) Explore possibilities of more services with one visit (iii) Expand multi service and hotline call center	i. Identify methods of service delivery, one visit service and multi service	Jan 2018	CSC, MDAs, PO
				ii. Research on methods of service delivery, one visit service and multi service conducted	Jun 2018	
				iii. Pilot conducted	Aug 2018	
				iv. Roll out plan developed with relevant stakeholders	Dec 2018	
				v. Policy implemented and approved	Feb 2019	
4.2	Foster an environment of individual responsibility for all staff towards ensuring declared service standards	4.2.1	(i) Develop mechanisms to ensure greater responsiveness towards customers	i. Policy on monitoring and assessment of civil service delivery developed	Jun 2016	CSC, MDAs

			(ii) Strive toward establishing the protocols articulated in CS reform manual	ii. Service charter and SOPs developed	Jan 2017	
4.3	Enhance ICT infrastructure for wide spread online services, digital data management, e-records management, technological change and develop new and emerging info structure for impactful applications	4.3.1	(i) Survey on infrastructure resources and availability of online service (ii) Reduce the transaction costs of collaboration, through increase standardization and HR systems (iii) Develop ICT budget based on upgrades, networking and security	i. Assessment conducted on ICT capacity gap	Jun 2017	CSC, NCIT, MDAs
				ii. Research on developing ICT strategy including infrastructure conducted	Nov 2017	
				iii. ICT strategy developed with relevant stakeholders	Apr 2018	
				iv. ICT strategy approved and implemented	Jan 2019	
4.4	Improve data and information access on public policies programs and activities for grassroots	4.4.1	Develop a mechanism for information display	i. Research on developing a standard mechanism for information display conducted	Mar 2016	CSC
				ii. Roll out plan on standard mechanism for information display developed with relevant stakeholders	Nov 2016	
				iii. Mechanism for information display approved and implemented	Jan 2017	
		4.4.2	Develop a more integrated and	i. Data management system	Mar 2017	CSC

			inter linked database system	established		
				ii. Training for relevant staff in new data management system conducted	Jul 2017	

Strategic thrust 5: Inclusiveness and collaborations						
Strategic Goal: Increase inclusive engagement at decision making levels and establish strong linkages and collaborations with relevant international and local institutions.						
No.	Strategic Objectives		Strategic Actions	Performance Indicators	Timeline	Key Implementers
5.1	Create opportunities for women to be active in leadership positions of CS	5.1.1	Research on opportunities for women career development	i. Research on opportunities for women career development conducted	Apr 2016	CSC
				ii. Consultation on the policy held with relevant stakeholders	Jan 2017	
				iii. Policy approved and implemented	Jan 2018	
		5.1.2	Develop policy for including women in leadership positions	i. Research on a policy framework for including women in leadership positions developed	Apr 2016	CSC
				ii. Consultation on policy held with relevant stakeholders	Jan 2017	
				iii. Policy approved and implemented	Jan 2018	
5.2	Equal job opportunities for people with special needs	5.2.1	Research on job opportunities for people with special needs	i. Assessment on job opportunities for people with special needs developed	Apr 2016	CSC
				ii. Consultations held to discuss findings with relevant stakeholders	Jan 2017	
		5.2.2	Develop policy for including people with special needs in MCS	i. Draft Policy developed	Apr 2016	CSC
				ii. Draft policy presented to stakeholders	Sep 2016	

				iii. Policy approved and implemented	Jan 2017	
5.3	Diversify and enhance cooperation and partnership with national and international development partners	5.3.1	Arrange bilateral visits	Scheduled Programme	2016-2020	CSC
		5.3.2	Knowledge sharing and participation in relevant international events	Scheduled Programme	2016-2020	CSC
		5.3.3	Improve international networking with diverse agencies	Scheduled Programme	2016-2020	CSC
		5.3.4	Facilitate MOUs and placement for training and attachments	Scheduled Programme	2016-2020	CSC
5.4	Bridge the gap and foster understanding with interest groups, local institution, NGOs civil society and other stakeholders	5.4.1	Identify institution of common interest and establish partnership	Scheduled Programme	2016-2020	CSC
		5.4.2	Improve multiple relationships and communications (industry, students, academicians and communities)	Scheduled Programme	2016-2020	CSC
5.5	Institutionalize and increase research and publication capabilities for monitoring emerging needs for civil service organizations and to find solutions to challenges and obstacles	5.5.1	Build capacity of a research team through international assistance	Scheduled Programme	2016-2020	CSC, CSTI
		5.5.2	Identification and adaptation of best practices and good governance program	Research publications	2016-2020	CSC, CSTI

ANNEX 1: Status of the KPIs of the Strategic Plan 2011-2015

	KPI No.:	Target KPIs	Work Plan Model Strategies, Programs & Activities	Key Implementers	Achieved	On Going	Not Achieved	
1	1.1	A comprehensive legislation & policy(s) development for modernization & innovation of Maldives Civil Service (MCS)	Establish work-committees to revise existing Civil Service Act for the purpose of innovating & modernizing MCS	CSC, PS, ADC	<input checked="" type="checkbox"/>			Work done by CSC and sent to Parliament
2	1.2	eDelivery System for MCS	Establish & upgrade existing websites & portals of CSC & all MDAs to upgrade organisations' eServices	CSC, NCIT, MDAs		<input checked="" type="checkbox"/>		Develop guidelines for standardizing web portals of MDAs
3	1.3	eLearning for Maldives civil servants to enhance knowledge & skills development continuously	Establish eLearning to create a knowledgeable & learning Civil Service	CSC		<input checked="" type="checkbox"/>		Moodle portal created and handed over to CSTI
4	1.4	ePerformance Appraisals for Maldives civil servants	(i) Job-competency-based on online recruitment (ii) eJob Performance Appraisal System for Maldives Civil Service	CSC		<input checked="" type="checkbox"/>		NCIT working on it
5	1.5	Online complaints Management System	Establish an eComplain Management System at CSC, whereby individuals can key in their issues regarding Civil Service, online	CSC			<input checked="" type="checkbox"/>	Implemented but later withdrawn.
6	1.6	Establish an independent & transparent inquiry system	Establish an eComplain Management System at CSC, whereby individuals can key in their issues regarding Civil Service, online	CSC,MDA's, COURTS, TRIBUNAL			<input checked="" type="checkbox"/>	Implemented but later withdrawn.
7	1.7	Upgrade CSC network infrastructure	Upgrade CSC network, servers & hardware components. (i) Increase the storage capacity & build central storage system (ii) Upgrade old windows platforms (iii) Create mirroring servers for Veyo &	ICT	<input checked="" type="checkbox"/>			Achieved

			Viuga				
8	2.1	Competency-Based Assessment Centre(s) for recruitment / eRecruitment & strategic job placements for senior posts in the Civil Service	(i) Develop job competency criteria to assess potential candidates (ii) Matching candidates' performance achievements with job competency criteria to ensure strategic job placements	CSC	☑		
9	2.2	Training policy & 5 Year training plan for MCS	(i) Identify training needs for existing & future civil servants at all levels of administration to realize national development & MCS Vision 2015 (ii) Identify training needs for organizational leadership (iii) Identify professional development based on job competency	CSTI & MDAs	☑		
10	2.3	On-the-Job training & mentoring / coaching program for existing staff & new recruits in MDAs	(i) Identify job competency & requirements for on-the-job training, in organizations (ii) Identify jobs & personnel that require on-the-job-training & mentoring (iii) Job competency knowledge / skills' effectiveness to develop on-the-job-training, coaching & mentoring requirements required to increase performance	CSC, MDAs	☑		
11	2.4	Establishment & Operation of a Centre for leadership, management & professional advancement program' for Maldives Civil Service Training Institute (CSTI)	(i) To conduct training needs analysis based on national development plan (ii) Total capacity development based on leadership, knowledge, competency, skills & innovation (ii) Career development for dedicated & high- performance Civil Servants	CSTI	☑		

12	2.5	Career development & succession program - professional development for professional advancement in Civil Service	Succession & professional advancement plan for dedicated & high Performance civil Servants	CSC, CSTI	<input checked="" type="checkbox"/>			
13	2.6	eManagement & development of HRMD committees	Establishment of eManagement system	CSC, MDAs			<input checked="" type="checkbox"/>	
14	3.1	Total awareness program on roles & functions of CSC	(i) Image building for CSC on objectives, roles & functions	CSC	<input checked="" type="checkbox"/>			
15	3.2	Standardization of roles, functions, & structures for MDAs & adaptation of models	Standardization of roles, organizational policies, strategic plans, structures, job scope & specifications, systems & procedures (SOP)	CSC, MDAs, PS	<input checked="" type="checkbox"/>			
16	3.3	Strategic control & managing change: Monitoring, evaluation & rating organizational performance of all MDAs	(i) Development of strategic monitoring, evaluation & rating system to evaluate & rate organizational performance; (ii) Development of managing change capabilities	CSC, MDAs			<input checked="" type="checkbox"/>	
17	3.4	Strategic control & managing change: Assess the managing capabilities of Civil Service	Assessing manpower requirement of MDAs to achieve Civil Service Vision 2015	CSC	<input checked="" type="checkbox"/>			
18	3.5	Good governance & image building for all civil servants & organizations	(i) Standardize code of conduct & core values of Civil Service; (ii) Continuous program development of performance culture in the MCS	CSC, MDAs		<input checked="" type="checkbox"/>		No further review recommended by Commissioners
19	3.6	5 Year Strategic Planning for the CSC	Identify the needs for the development of CSC	CSC, MDAs, PS			<input checked="" type="checkbox"/>	
20	3.7	Strategic Human Resource (2013 - 2015) 3 Year Planning MCS	Identify total human resource needs for the MCS based on the required competency & specialization of skills to achieve CS Vision 2015	CSC, MDAs, PS			<input checked="" type="checkbox"/>	No works done due to Budget constraints

21	4.1	Development of job competency at all levels of Civil Service	Establish the specific areas of competencies including, Permanent Secretaries, Heads of Departments / Agencies of the MCS	CSC, MDAs, PS	<input checked="" type="checkbox"/>		
22	4.2	Strategic assessment of leadership qualities of Permanent Secretaries & Head of Departments	Specific identification & development of leadership / managerial qualities of Permanent Secretaries & Heads of Departments / Agencies	CSC, CSTI			<input checked="" type="checkbox"/>
23	4.3	Study of needs & effectiveness of delivery system of MCS Organizations	Fulfill the changing customers' & country's development needs by MDAs	CSC, MDAs	<input checked="" type="checkbox"/>		
24	4.4	Analysis of international benchmarking & adoption of best practices & standards	Appropriate adoption of international standards in the CSC	CSC, ISO org			<input checked="" type="checkbox"/>
25	4.5	Analysis of total profiles: Levels of competency, technical skills, experience, & higher education achievements of MCS	Complete profiles of capabilities & potential of Maldives civil servants	CSC, MDAs, PS			<input checked="" type="checkbox"/>
26	4.6	Macro study on security at work place & work facility sufficiency	Develop security & safety of civil servants' at work place & standard work facilities	CSC, MDAs			<input checked="" type="checkbox"/>
27	4.7	Study on Civil Service performance & reward package	Establish a reward system based on the performance & productivity of civil servants	CSC, MDAs			<input checked="" type="checkbox"/>
28	4.8	Digitalise HR management manual (Revise according to the best practices)	Fully compile & digitalise HR management manual - Best Practices for building leadership, management & professional / technical expertise	CSC			<input checked="" type="checkbox"/>
29	4.9	Provision of fair & comparative remuneration package for MCS.	Revise the current salary structure, benefits & other allowances to reflect job value	CSC	<input checked="" type="checkbox"/>		
30	5.1	Online eHuman Resource Information System for MCS	(i) HR committee to compile an update HR data base including CSC & the relevant MDAs (ii) The HR data base of profiles of civil servants' qualifications & work experiences, previous & existing positions held (Civil	"Marcomode CSC UNDP CSTI MDAs"	<input checked="" type="checkbox"/>		

			Service Records), international & local training programs attended, etc				
31	6.1	International relations & cooperation for MCS	(i) Secure right International Expertise & Assistance for MDAs (ii) Instill Best Practices acquired from International Programs (iii) Provide clear guidelines to adopt international standards & best practices	CSC, International Public Service Providers	<input checked="" type="checkbox"/>		
 On track and implementation proceeded and on time  Delays and implementation proceeding off track  Significant delay or significantly off track							

