

Maldives Civil Service
Strategic Plan
2011-2015



This strategic plan was completed in compliance with Civil Service Act 5/2007

Civil Service Commission, Republic of Maldives

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Acronyms

CSC: Civil Service Commission

HRD: Human Resource Development

HRM: Human Resource Management

ISO: International Organisation of
Standardisation

LA: Local Authorities

MCS: Maldives Civil Service

MDA: Ministries, Departments, Agencies

SAP: Strategic Action Plan

SHR: Strategic Human Resource

SOP: Standard Operating Procedure

SP: Strategic Plan

PS: Permanent Secretary

Members of the Maldives Civil Service Commission



Mohamed Fahmy Hassan
Chairman

Ahmed Hassan Didi
Vice Chairman

Dr. Mohamed Latheef
Commissioner

Khadeeja Adam
Commissioner

Abdulla Jihad
Commissioner

Maldives Civil Service

The Maldives Civil Service Commission (CSC) was formed by an Act of Parliament in 2007. The Civil Service Commission consists of five members appointed by the President; including the Chairman Mohamed Fahmy Hassan, Vice Chairman Ahmed Hassan Didi and three Commissioners Khadeeja Adam, Dr. Mohamed Latheef, and Abdulla Jihad

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

Our Shared Vision of 3-Qs

Q1 Quality People,

Q2 Quality Performance &

Q3 Quality Service

Mission Statement

We are Committed to Create a Conducive Environment & Positive Work Culture for Change, to Deliver Timely and High Value Customer Services to our Clients, Citizens, Businesses and International Community.



Vision Statement

Our Shared Vision of 3-Qs

Q1 Quality Services

Provision of high customer value and quality services that fulfill the aspirations and increasing needs of the citizens and nation as well as the interests of international relations, foreign investments and community at large.

Q2 Quality Performance

Innovative & high-performance organisations and individuals who display professional and innovative work culture and drive right, fast and effective decision-making and strategic actions to deliver timely, high customer value and quality services to citizens, businesses and international community.

Q3 Quality People

Skilled, Competent & Dedicated Civil Servants of the Maldives Civil Service.

Mission Statement

'Creating a Conducive Environment & Positive Work Culture in Maldives Civil Service' **based on McKinsey 7s:**

Shared Values

An integration of leadership and managerial values that supports the creation of a conducive work environment and innovative work culture. This is necessary to drive innovative and high performances for the delivery of timely, high customer value and quality services of the Maldives Civil Service.

System

The integration of an innovative and efficient organisational and management systems that been driven by ICT system to create high performance organisations to deliver timely, high customer value and quality public services to the clients, people and nation as a whole.

Skills

A creation of skilled workforce through the prevalence of a conducive learning environment. This enables the nurturing of positive learning culture that produces multi-skilled, competent, highly ethical, self-motivated and high team spirit workforce throughout the Maldives Civil Service.

Style

Leadership qualities and managerial styles of management that promote participative management that creates the establishment of an effective planning, decision-making and strategic actions. This strategically able to create an innovative and high performance workforce and organisations to deliver the timely, high customer value and quality public services at all times.

Strategy

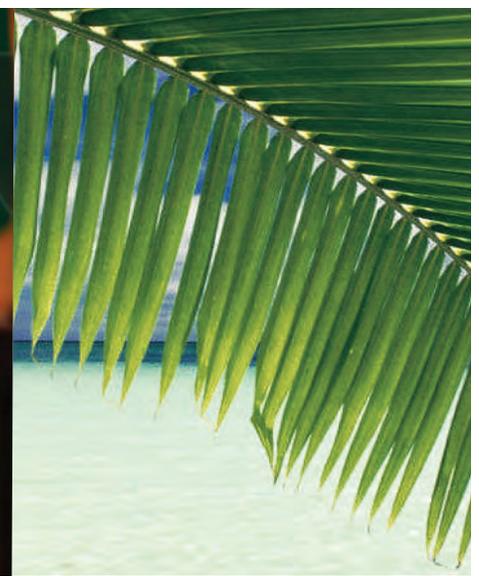
Top management strategy of the Maldives Civil Service that is driven by the practices of 'leadership by examples' in MDAs and Local Authorities. These are noble practices based upon high spiritual and ethical values and productive work culture that enable strategic change in the entire spectrum of the Maldives Civil Service administration.

Structure

Organisational and management structures that mutually support the realisation of a participative management that facilitate an efficient and effective organisational planning, decision-making and delivery of timely, high customer value and quality public services.

Staff

The strategic composition of young and experienced staff that being supported and lead by highly qualified and dedicated professionals. This is created by the existence of an integrated system of assessment, recruitment and appointment of highly potential professionals and qualified staff to occupy various key positions in the Maldives Civil Service.



Maldives Civil Service Ecology

Politics

Government displays a strong political will to fulfill its 5 Key Pledges made to the People of Maldives by year 2013. The Government Strategic Action Plan has emphasized the implementation of a cost-effective administrative reform supported by an effective decentralization process of Maldives Civil Service to atolls & islands councils. This strategically promotes the strategic responsibilities and roles of Atolls and Island Councils in the strategic planning and implementation of their own community-economic development programs throughout the country.

Economics

A rising cost of living that is accompanied by an increasing income levels in the business sector. There is a significant need for new economic development infrastructures and foreign capital investment to support long-term & sustainable economic development

of the country. The national strategy is to maximize both, the potential roles and contributions of local and foreign investors to support national development objectives.

Social

There is an urgent need for a more integrated transportation system to enhance social mobility and integration to facilitate national development country-wide. The existing social problems related to illegal drugs trafficking and addictions require both, an optimum law enforcement by relevant authorities and a proper development of right spiritual values to teenagers and youths and heads of families. The administrative decentralization of civil service to atolls & island councils is expected to facilitate the decentralization of the country's socio-economic development programs to the administrative areas of atolls and islands councils.



Technology

There is an urgent need to enhance the connectivity of Maldives Civil Service to deliver timely and high customer value and quality services to all its clients. This include the overall development of eCivil Service system that incorporates both, the development of e-planning and e-monitoring and e-evaluation system and e-delivery system to deliver timely civil service information & services throughout the country.

The civil service now requires the support of a more cost-effective national ICT development programs to immediately enhance its total connectivity.

Ecology

There is a rising pressure to maintain the desired balance of fulfilling immediate needs of economic development and long-term safety of the country's natural environment and heritage. This poses

an immediate challenge to achieving an optimum economic development of the country now and in the immediate future.

Legal

An effective legislation framework and supported by clear policy directives of the Maldives Civil Service is required to develop, restore, and protect the existing rights and interests of the Maldives Civil Service. This is required to ensure the overall well-being and the prevalence of the highest level of professionalism and integrity in the Maldives Civil Service.

Security

Establishment of safety and security measures throughout the Maldives Civil Service. It is crucial that the civil servants of the country must be sufficiently protected against any form of dangers or threats in all situations or circumstances. This is to ensure that the members of the civil service of the country could effectively carry out their official duties and responsibilities in a properly secured and safe environment at all times.



5 Core Values of Maldives Civil Service

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

Core Values
Integrity
Disciplined
Competent
Dedication
Timeliness



Strategic Objectives

Key Results Areas

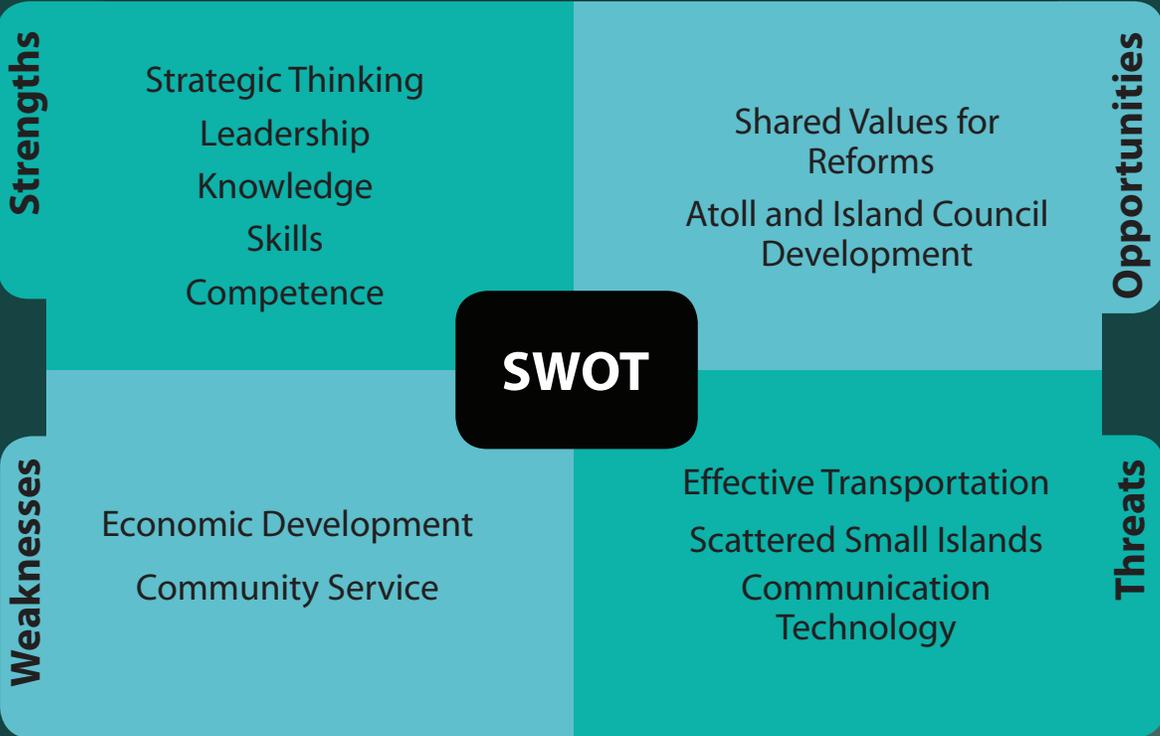
The Strategic Objectives or Key Result Areas (KRAs) to be fulfilled by the Maldives Civil Service to realize the Maldives Civil Service Vision 2015:

High Quality Customer Value Services;

A Disciplined, Competent & Dedicated Civil Servants; and

High Performance and Innovative Civil Service Organizations.

SWOT Analysis



SWOT

Strategic Thrust

The Strategic Thrust for Maldives
Civil Service sets forth the Strategic
Framework and the formulation of the
5 year Strategic Plan (2011 – 2015).



Strategic Action Plan (2011 – 2015): a summary

Strategic Thrust 1 Modernisation and Innovation

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities
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 & modernising MCS
2	1.2 eDelivery System for MCS	Establish & upgrade existing websites & portals of CSC & all MDAs to upgrade organisations' eServices
3	1.3 eLearning for Maldives civil servants to enhance knowledge & skills development continuously	Establish eLearning to create a knowledgeable & learning Civil Service
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
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
6	1.6 Establish an independent & transparent inquiry system	(i) Minimise employee's decisions being reversed from permanent secretaries to the commission, (ii) Minimise commission decisions being reversed from permanent secretaries to the court system, (iii) Promoting the retention of newly qualified employee's
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 & Viuga

Strategic Thrust 2 HRD AND TRAINING

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities
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
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
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
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
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
13	2.6 eManagement & development of HRMD committees	Establishment of eManagement system

Strategic Thrust 3 **ORGANISATIONAL DEVELOPMENT AND PERFORMANCE**

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities
14	3.1 Total awareness program on roles & functions of CSC	(i) Image building for CSC on objectives, roles & functions
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)
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
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
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
19	3.6 5 Year Strategic Planning for the CSC	Identify the needs for the development of CSC
20	3.7 Strategic Human Resource (2013-2015) 3 Year planning for MCS	Identify total human resource needs for the MCS based on the required competency & specialization of skills to achieve CS Vision 2015

Strategic Thrust 4 **STRATEGIC PLANNING, RESEARCH AND DEVELOPMENT**

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities
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
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
23	4.3 Study of needs & effectiveness of delivery system of MCS Organizations	Fulfill the changing customers' & country's development needs by MDAs
24	4.4 Analysis of international benchmarking & adoption of best practices & standards	Appropriate adoption of international standards in the CSC
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
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
27	4.7 Study on Civil Service performance & reward package	Establish a reward system based on the performance & productivity of civil servants
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
29	4.9 Provision of fair & comparative remuneration package for MCS.	Revise the current salary structure, benefits & other allowances to reflect job value

Strategic Thrust 5 **DECENTRALISATION**

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities
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 Service records), international & local training programs attended, etc

Strategic Thrust 6 **INTERNATIONAL COOPERATION**

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities
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

Strategic Work Plan Matrix

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Strategic Workplan Execution

1. Shared Values



Strategic Thinking,
Learning, High Performance
Culture, Team Spirits, and
International Standards

2. Strategy



Integration, Collaboration,
Standardization, &
Specialization

3. Structure



Mutually Supportive Management
Committees and Organizational
Structure

4. System



Integrated & Innovation
(ICT) Driven

5. Skills



An Integration of Leadership,
Management, Professional,
Technical & Specialized Skills
(Internal & External)

6. Staff



Fully Trained in all Fields

7. Style



Dynamic & Participative Style of
Management

Implementation Schedule

The Implementation schedule of the 5-year Strategic Action Plan (2011-2015) as supported by its strategic work plan model is based upon three (3) phases of implementation process.

Phase I 2011

**Budget approval
Mobilise Strategic
Resources
and Manpower**

Implementation Strategies

The implementation strategies are vital for the effective execution of the 5-Year Strategic Plan (2011-2015) & Strategic Action Plans (2011-2015).

Importantly, the implementation strategy will be supported by an execution plan which specifies clearly the following:

- i) The order of priority of the agreed KPIs to be implemented; and
- ii) A proper performance measurement for those priority KPIs that being implemented. This is in terms of the quality (grades) and quantity (volume) of output produced during the implementation/execution period.

Phase II 2012 - 2013

**Comprehensive
Implementation**

Phase III 2014 - 2015

**Continuous Strategic
Improvements**

Implementation Structure

The implementation structure is strategically designed to reinforce the CSC's organizational structure for the effective implementation and execution of the 5-Year Strategic Plan & Strategic Action Plans of the Maldives Civil Service.

This implementation structure of the CSC will be continuously strengthened by securing professional advice from the relevant experts and specialists from different fields of expertise.

December 2015



Implementation Model

Implementation Strategy

Implementation Structure

1 Financial Budget for the implementation of the Five Year Strategic Plan & Strategic Action Plans of the Maldives Civil Service to realize the Maldives Civil Service Vision 2015 of 3Qs

Proposed Budget Committee Members:
Chairman;
Commissioners of CSC;
Permanent Secretaries, and
Key officials of Ministry of Finance

2 An Integrated Implementation strategy for the SP-SAP-Work Plans - to meet the completion time schedule by 2015.

Proposed Implementation Committee Members:
CSC Chairman and Commissioners
Permanent Secretaries; and
Chairman and Chief Executives of Local
Authorities of Atolls Administration Centre

3 Strategic Control & Managing Change Strategy: to monitor and evaluate performance and initiate strategic changes to improve existing strategies to meet the changing needs of the public.

Proposed Strategic Control & Managing Change Committee Members:
Chairman of CSC;
Commissioners of CSC
Key officials of Ministry of Finance
Permanent Secretaries; and
Public Relations officers

4 Public Communication/ Relations Strategy - to inform and create awareness, and mobilize participation as well as gain support from members of civil service, key stakeholders, & the public at large to achieve the CS Vision 2015 of 3Qs

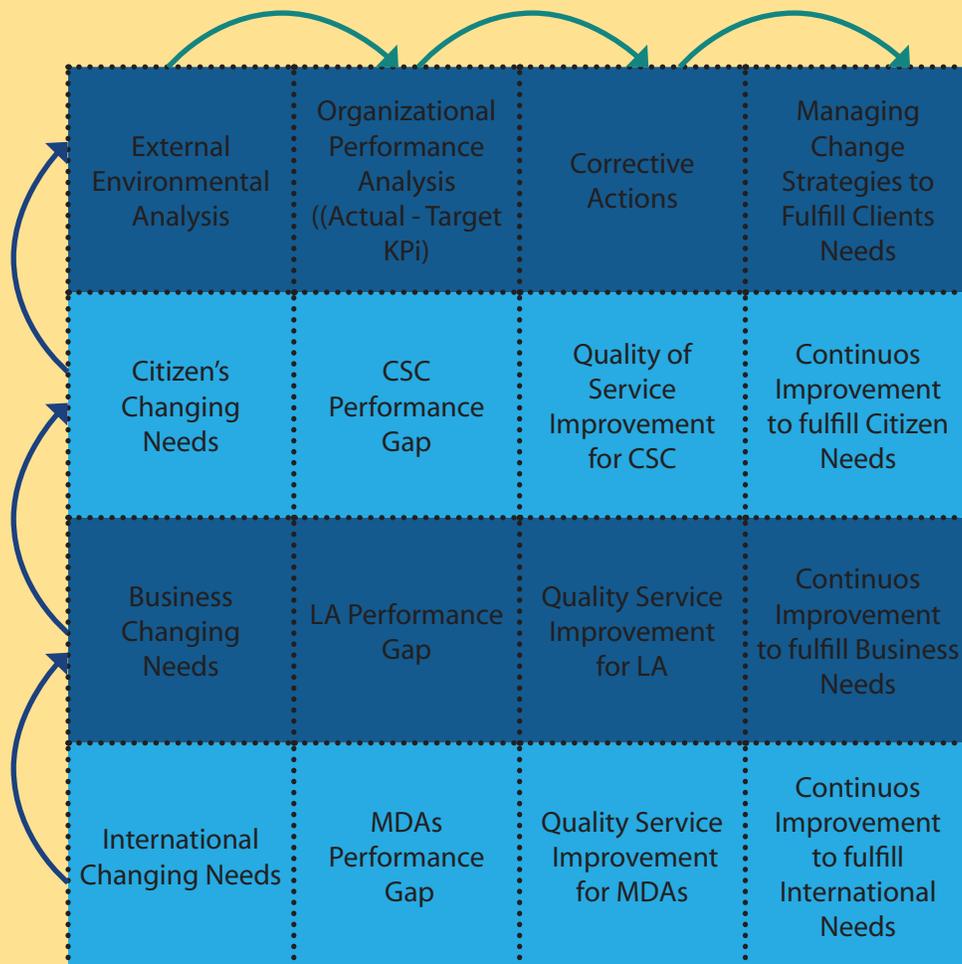
Proposed Public Communication Committee Members:
CSC Commissioners;
Permanent Secretaries;
Public Relation officers; and
Chief Executives of Atolls

Strategic Control

Strategic Control & Managing Change is an integrated process of monitoring, evaluating external environmental change and formulating 'change strategies' to achieve Maldives Civil Service Vision 2015.

The expected environmental change will significantly influence the implementation capabilities of the Maldives Civil Service as a whole. Hence, the proposed Strategic Control & Managing Change process is to enable the Maldives Civil Service to effectively assess, develop and execute effective change strategies to achieve the MCS Vision 2015.

Strategic Change and Managing Change



STRATEGIC THRUST 1 MODERNISATION AND INNOVATION

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities	2011	
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 & modernising MCS	Initial Implementation
2	1.2	eDelivery System for MCS	Establish & upgrade existing websites & portals of CSC & all MDAs to upgrade organisations' eServices	
3	1.3	eLearning for Maldives civil servants to enhance knowledge & skills development continuously	Establish eLearning to create a knowledgeable & learning Civil Service	Discussion with relevant parties in Maldives and Abroad
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	(i) Gather information - Get ideas to incorporate in ePA - Design the system (ii) Modify the existing PA module in CS viuga
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	With the design of the new website this feature would be tested out and launched on a trial basis
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	(i) Establish a committee to assist MDA's with employee / management conflicts, investigate complains and provide recommendations as such

tion Plan in Detail

2012	2013	2014	2015	Key Implementers
Review & Implementation	Review & Implementation	Review & Implementation	Review & Implementation	CSC, PS, ADC
	Discussion with NCIT regarding the Standardization of government portals	Drafting & Finalization of guidelines on standardization	Pilot testing & Implementation of the standards to government portals	CSC NCIT MDAs
Preparation of the Pilot programs for Male' and Atolls	Implementation of 5 most essential programs for the civil servants	Improving the capability and program development	Sustain and improve quality	CSC
System development - Develop the system	Pilot Project - Evaluation - Get feedback - Incorporate / bring changes	Officially launch ePA to all MDA's	Upgrade and further development of the system	CSC
Review, evaluate and re-design if necessary	Review, evaluate and re-design if necessary	Review, evaluate and re-design if necessary	Review, evaluate and re-design if necessary	CSC
(i) awareness programs to PS (ii) Conduct training programs to the PS's on the constitutional rights of employee's and to the rights inferred from the employment law (iii) Autonomy from the will of political regimes	Review & Revise	Review & Revise	Review & Revise	CSC,MDA's, COURTS, TRIBUNAL

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities	2011
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 & Viuga

STRATEGIC THRUST 2 HRD AND TRAINING

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities	2011
8	2.1	Competency-Based Assessment Centre(s) for recruitment / eRecruitment & strategic job placements for senior posts in the Civil Service	(i) Research, Discussions among stakeholders to gather information to develop a better Criteria (ii) Drafting the Selection and Recruitment Criteria
9	2.2	Training policy & 5 Year training plan for MCS	Conduct TNA Identify training programs (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
10	2.3	On-the-Job training & mentoring / coaching program for existing staff & new recruits in MDAs	Identify Job Competency and requirements for on-the-job training for both organizations and civil servants (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

2012	2013	2014	2015	Key Implementers
(i) Build a SAN (ii) Upgrade Servers (iii) Implement server mirroring	Review, evaluate & re-design if necessary	Review, evaluate & re-design if necessary	Review, evaluate & re-design if necessary	ICT

2012	2013	2014	2015	Key Implementers
Implementing the Criteria	Analyse the Selection and Recruitment Criteria to Review	Review the Selection and Recruitment Criteria	Implement the Reviewed Criteria for Selection and Recruitment	CSC
Conduct training programs based on the identified needs	Conduct a TNA	Conduct training programs based on the identified needs	Conduct training programs based on the identified needs	CSTI & MDAs
Identify jobs and personnel that require on-the-job training for both the organisations and civil servants	Conduct training programs for mentors and coaches	Conduct training programs for mentors and coaches	Mentoring & Coaching starts in MDAs	CSC, MDAs

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities	2011	
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	(i) Establishment of CSTI (ii) Conduct annual Training Needs Assessment (TNA within CS) (iii) Provide Trainings as per the needs identified in the TNA
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	Conduct professional development programs
13	2.6	eManagement & development of HRMD committees	Establishment of eManagement system	Formation of HRMD Committees and identifying the roles and functions and incorporating HRMD Chapter in CSC Gavaidhu

STRATEGIC THRUST 3 ORGANISATIONAL DEVELOPMENT AND PI

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities	2011	
14	3.1	Total awareness program on roles & functions of CSC	(i) Image building for CSC on objectives, roles & functions	Development of in-house facilities, and conduct; 1. Talk Shows 2. TV Programmes on CS 3. Celebrate CSC Day 4. CS job application procedures etc 5. Charity event
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)	Recruit consultant, form committees, provide trainings, and start implementation of the pilot project

2012	2013	2014	2015	Key Implementers
(i) Conduct annual Training Needs Assessment (TNA within CS) (ii) Provide Trainings as per the needs identified in the TNA	(i) Conduct annual Training Needs Assessment (TNA within CS) (ii) Provide Trainings as per the needs identified in the TNA	(i) Conduct annual Training Needs Assessment (TNA within CS) (ii) Provide Trainings as per the needs identified in the TNA	(i) Conduct annual Training Needs Assessment (TNA within CS) (ii) Provide Trainings as per the needs identified in the TNA	CSTI
Conduct professional development programs	CSC, CSTI			
Publication of HRMD Survival Kit, Develop formats to send reports and complaints	Pilot Round: Introducing an eManagement System to send reports via CS Viuga	Review and launch the eManagement System	Update and develop the existing System	CSC, MDAs

PERFORMANCE

2012	2013	2014	2015	Key Implementers
Development of in-house facilities, and conduct; 1. Talk Shows 2. TV Programmes on CS 3. Celebrate CSC Day 4. CS job application procedures etc 5. Charity event	Development of in-house facilities, and conduct; 1. Talk Shows 2. TV Programmes on CS 3. Celebrate CSC Day 4. CS job application procedures etc 5. Charity event	“Development of in-house facilities, and conduct; 1. Talk Shows 2. TV Programmes on CS 3. Celebrate CSC Day 4. CS job application procedures etc 5. Charity event	Development of in-house facilities, and conduct; 1. Talk Shows 2. TV Programmes on CS 3. Celebrate CSC Day 4. CS job application procedures etc 5. Charity event	CSC
Review & Complete Implementation	Sustain	Sustain	Sustain	CSC, MDAs, PS

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities	2011
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	(i) Discussion on vision, mission, SAP, procedure manual, strategic objectives, citizens charter (ii) Formulate the project
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	(i) Plan & formulate the project (ii) Develop tools to assess the capability
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	(i) Review & Revision of Rules & Regulations (ii) Awareness programs to PS (iii) Awareness programs to stakeholders
19	3.6 5 Year Strategic Planning for the CSC	Identify the needs for the development of CSC	Recruit consultant, provide consultation, and start the development of a 5YR SAP
20	3.7 Strategic Human Resource (2013-2015) 3 Year planning for MCS	Identify total human resource needs for the MCS based on the required competency & specialization of skills to achieve CS Vision 2015	Initiate the Plan based on Organizational Reviews

2012	2013	2014	2015	Key Implementers
Establish vision, mission, SAP, procedure manual, strategic objectives, citizens charter	Monitoring and evaluating the implementation of vision, mission, SAP, procedure manual, strategic objectives, citizens charter	Implement and publicize star rating system	(i) Monitor and evaluate of performance of MDAs (ii) Develop a performance culture	CSC, MDAs
Piloting and assessing; - Pilot the capability assessments - Assess capability of MDA's	Capability review; - Delivery of strategic objectives - Leadership and resources - Assurance for future delivery	Rating MDA's - Publicize the rating	Second round of reviews	CSC
(i) Review & Revision of Rules & Regulations (ii) Awareness programs to PS (iii) Awareness programs to stakeholders	(i) Review & Revision of Rules & Regulations (ii) Awareness programs to PS (iii) Awareness programs to stakeholders"	(i) Review & Revision of Rules & Regulations (ii) Awareness programs to PS (iii) Awareness programs to stakeholders	(i) Review & Revision of Rules & Regulations (ii) Awareness programs to PS (iii) Awareness programs to stakeholders	CSC, MDAs
Review & Complete Implementation	Review & Complete Implementation	Review & Complete Implementation	Review & Complete Implementation	CSC, MDAs, PS
Initiate the Plan based on Organizational Reviews	Continue the development & Implementation of the SHR Plan	Review & Complete Implementation	Review & Complete Implementation	CSC, MDAs, PS

STRATEGIC THRUST 4 STRATEGIC PLANNING, RESEARCH AND D

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities	2011	
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	Develop job competency based on current needs
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	Based on TNA provide professional development programs
23	4.3	Study of needs & effectiveness of delivery system of MCS Organizations	Fulfill the changing customers' & country's development needs by MDAs	
24	4.4	Analysis of international benchmarking & adoption of best practices & standards	Appropriate adoption of international standards in the CSC	Research for an appropriate ISO standard, develop SOPs, Implement ISO
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	Study and develop Job Families, based on Organizational Reviews and Job Evaluations
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	
27	4.7	Study on Civil Service performance & reward package	Establish a reward system based on the performance & productivity of civil servants	Review & Revise based on changes in the Economy

DEVELOPMENT

2012	2013	2014	2015	Key Implementers
Recruit consultant, provide consultation and develop job competency for job families	Continue development of job competency	Continue development of job competency	Review & Complete Implementation	CSC, MDAs, PS
Based on TNA provide professional development programs	Based on TNA provide professional development programs	Based on TNA provide professional development programs	Based on TNA provide professional development programs	CSC, CSTI
Research on the MCS delivery system, & recommend on it can be improved	Review the implementation process	Review the implementation process	Review the implementation process	CSC, MDAs
Provide Trainings, Review & Complete Implementation	Review & Implementation	Improvements & Complete Implementation	Sustain	CSC, ISO Org
Review & Complete Implementation	Review & Complete Implementation	Review & Complete Implementation	Review & Complete Implementation	CSC, MDAs, PS
Research on the MCS security measures & recommend on how it can be improve	Review the implementation process	Review the implementation process	Review the implementation process	CSC, MDAs
Review & Revise based on changes in the Economy	Review & Revise based on changes in the Economy	Review & Revise based on changes in the Economy	Review & Revise based on changes in the Economy	CSC, MDAs

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities	2011	
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	Research on Work Practices of CS Offices
29	4.9	Provision of fair & comparative remuneration package for MCS.	Revise the current salary structure, benefits & other allowances to reflect job value	Conduct research on changes to salaries and other benefits, as per the changes in economy and other relative organizations.

STRATEGIC THRUST 5 **DECENTRALISATION**

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities	2011	
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 Service records), international & local training programs attended, etc	(i) Testing / Implementation of the Decentralised software on all corresponding MDAs (ii) Train MDAs on using the new deployed software with the help of CSTI & Personnel"

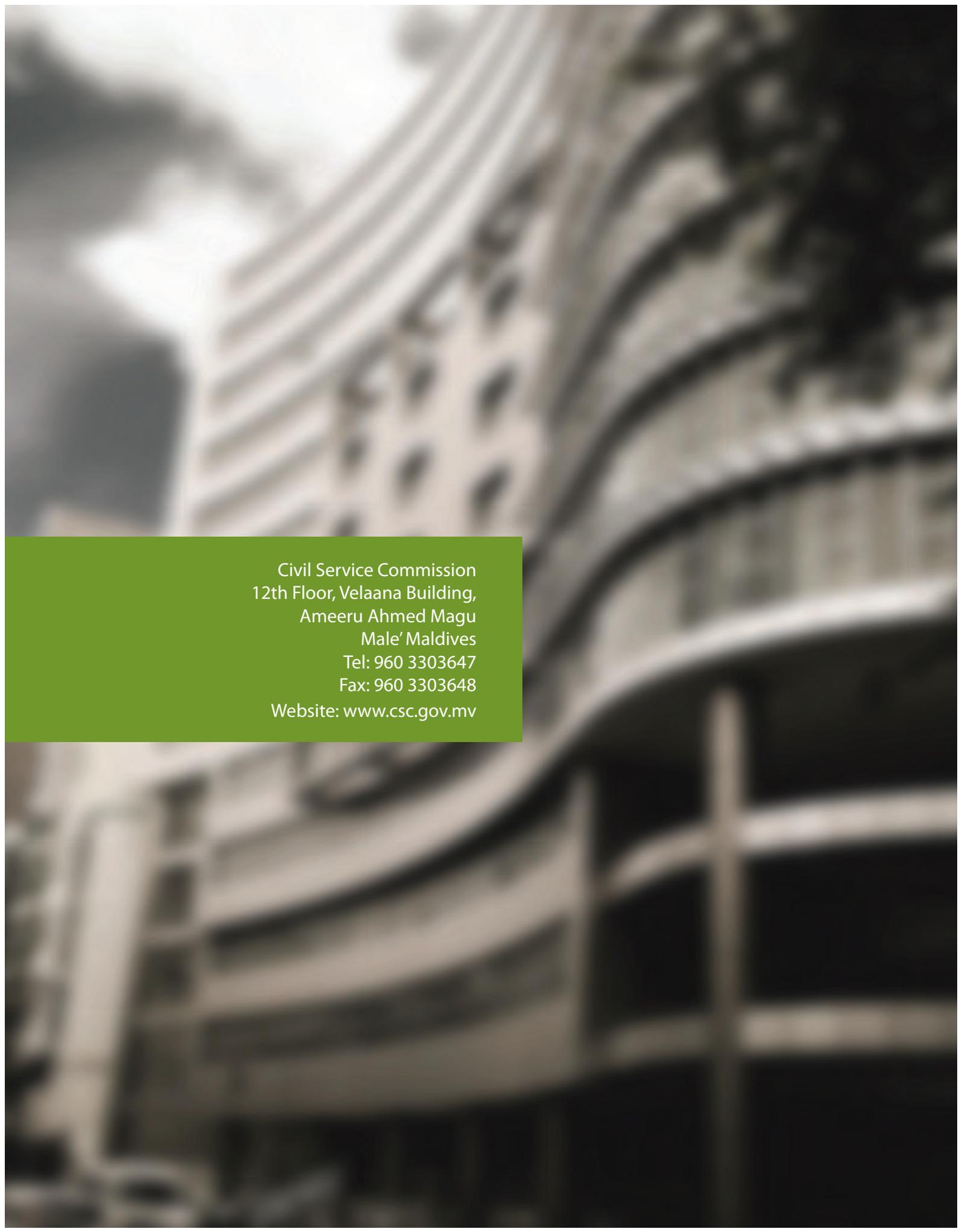
2012	2013	2014	2015	Key Implementers
Provide recommendation on how to improve their standards, ie, whether the CS Offices need ISO or not, etc	Development & implementation of the HR Management Manuals, where required	Development & implementation of the HR Management Manuals, where required	Sustain	CSC
Revise changes to salaries and benefits of MCS.	Sustain	Sustain	Sustain	CSC

2012	2013	2014	2015	Key Implementers
(i) Revise & review the implemented software (ii) Expand the Decentralised software to Atolls & Islands, depending on the outcome of Dhiraagu Submarine Cable Project (ii) Train Atoll and Islands' staff on using the new deployed software with the help of CSTI & Personnel (iii) Requirements gathering for expanded functionality of CS Viuga; incorporate time management & payroll. "	Continue expansion and training	Continue expansion and training	Sustain	"Macromode CSC UNDP CSTI MDAs"

STRATEGIC THRUST 6 INTERNATIONAL COOPERATION

KPI No.	Target KPIs	Work Plan Model Strategies, Programs & Activities	2011
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	(i) Arrange bilateral Study visits (ii) Knowledge Sharing and participating in relevant international events (iii) Improve international networking with aid agencies (iv) Get placements for trainings and attachments for CSC staff and Civil Servants (v) Facilitate MOUs

2012	2013	2014	2015	Key Implementers
(i) Arrange bilateral Study visits (ii) Knowledge Sharing and participating in relevant international events (iii) Improve international networking with aid agencies (iv) Get placements for trainings and attachments for CSC staff and Civil Servants (v) Facilitate MOUs	(i) Arrange bilateral Study visits (ii) Knowledge Sharing and participating in relevant international events (iii) Improve international networking with aid agencies (iv) Get placements for trainings and attachments for CSC staff and Civil Servants (v) Facilitate MOUs (vi) Hold SAARC annual Civil / Public Service heads conference	(i) Arrange bilateral Study visits (ii) Knowledge Sharing and participating in relevant international events (iii) Improve international networking with aid agencies (iv) Get placements for trainings and attachments for CSC staff and Civil Servants (v) Facilitate MOUs	(i) Arrange bilateral Study visits (ii) Knowledge Sharing and participating in relevant international events (iii) Improve international networking with aid agencies (iv) Get placements for trainings and attachments for CSC staff and Civil Servants (v) Facilitate MOUs	CSC, International Public Service providers



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