

SAP

STRATEGIC ACTION PLAN

2021 - 2023



ΕΞΕΛΙΞΗ ΕΠΙΧΕΙΡΗΣΗΣ
Local Government Authority

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FOREWORD

It is my profound privilege and honor to share a few words alongside the Strategic Action Plan of the Local Government Authority 2021 - 2023. LGA's SAP for the next 3 years has been compiled at a historic and momentous time. Following the significant amendments brought to the Decentralization Act in 2019, the local councils and Women's Development Committees (WDCs) will be sworn in with unprecedented mandates and powers, tremendously adding to the scope and potential for more participatory and inclusive governance as well as to the responsibilities and obligations borne by the people's representatives elected to office. Added to the broader mandates, the passage of a 33% quota of reserved seats for women will no doubt serve as a marvelous stride in ensuring greater gender responsive decision making and planning to address diverse social issues and those of existing inequalities as well. It is extremely heartening that we are supported and encouraged in our endeavor to empower local councils and WDCs, thereby empowering communities, by an executive that is completely committed to realizing the vision of effective decentralization and local governance.

The SAP of LGA for the next 3 years will prioritize capacity building of councilors and members of WDCs to execute their enhanced mandates, while greatly promoting public consultation and participation in decision making processes and community engagement for better understanding of local needs. The SAP highlights 9 key strategic aims, ranging from policies to empower women politically and economically to assisting local councils to achieve SDGs, from stimulating local economic development and assisting in creating vibrant local economies to promoting the use of ICT tools to encourage greater efficiency and better coordination. Establishing and strengthening a training institute under the aegis of the LGA is a highlight of the SAP, one that will play an integral role in not only promoting an acute understanding of the local governance system, but also creating capable leaders who can serve the system to the best of their potential. The LGA's keen focus since the authority's inception in 2010 has been to provide all necessary assistance and guidance to the local councils and to ensure greater accountability and transparency. The numerous activities detailed under the key policies are envisioned to implement these policies and broader goals of the authority, intended to lead to empowered citizenry, good governance and public confidence in the country's local governance machinery and system.

It is my ardent hope that the plans outlined for the next three years herald noteworthy successes and progress for the LGA, building up on experiences and dedicated efforts of the past and steering the course for dynamic and vibrant growth of the authority in future. I would like to offer my most sincere gratitude to all involved in the creation and compilation of the 4th SAP of the LGA, and warmly congratulate on this exceptional effort.

Fathimath Afshaan Latheef
Chief Executive Officer

INTRODUCTION

This document presents the current strategic activities of the Local Government Authority (LGA) and identifies targets through to 2023. The 2021-2023 Strategic Action Plan (SAP) is the fourth strategic action plan of the LGA since its formation in 2010. The purpose of this Strategic Action Plan is to set clear direction for the next three years in contributing towards the vision of the LGA.

The SAP provides an overall direction for the LGA, rather than being a detailed plan. Therefore a more detailed annual action plans will be developed each year based on strategic activities outlined in this document.

Since we operate in a changing environment; it can be expected that our plan and actions will need to adopt to meet the changing external contingencies and opportunities. These changes will be identified and incorporated into annual action plans where necessary.

LOCAL GOVERNMENT AUTHORITY

The Local Government Authority, established on 4th August 2010, is the state agency created under the Decentralization Act to monitor, regulate, oversee and develop policies for local authorities to guide and work towards sustaining an effective decentralized governance system in the country as envisioned in the Constitution of the Maldives. The LGA functions under an independent Board created under the Decentralization Act.

The Main Responsibilities of LGA include, but are not limited to,

- Monitor the work and activities of the councils to ensure that they are functioning in accordance with the law
- Oversee and coordinate the work of the councils at national level
- Work towards establishing and maintaining similar standards for the work and activities carried out, and for regulations formulated by the different councils.
- Formulate operational regulations of the LGA.
- Identify training needs and conduct the training to build capacity of local councils.
- Report annually to People's Majlis on activities conducted by councils in the year.
- Perform all other work mandated to the LGA under the Decentralization Act.

The efficiency and the effectiveness of these roles and responsibilities of LGA and the local councils mandated by the Act necessitates development of new procedures, guidelines, protocols based on laws, regulations, and accepted international best practices; and streamlining of existing operating policies and procedures.

As part of this the LGA:

- Reviews municipal regulations and rules of procedures developed by local councils to make sure similar standards are met and to see community needs are being met.
- Advises and provides information to the central government and local councils on a range of local government issues to facilitate effective decision-making within and for the sector.
- Collects and evaluates financial data and help local councils strengthen their financial performance. Monitor local councils' development plans and financial reporting practices.
- Work with local councils to help them improve their delivery of services to their communities. For example, issuing standards and guidelines, review council operations and investigate problems in local government performance.

VISION, MISSION CORE VALUES

VISION

Empowered Citizenry

MISSION

Empowering Citizens with Community Engagement

CORE VALUES

The LGA strives to adhere to the following values;

- **Integrity:** We exhibit the highest level of honesty and ethical standards at all times
- **Impartiality:** We adopt a non-partisan, fair, results based management approach, free from manipulation
- **Commitment:** We are fully committed to delivering our mandate
- **Team Work:** We value our colleagues and enjoy working together as a team in an open and honest way
- **Excellence:** We strive to get better, smarter, and innovative and be the best in everything we do

STRATEGIC AIMS/ POLICIES

There are nine major strategic aims adopted by the LGA Board as focused areas of institutional development. Strategic actions of this documents are based on these strategic imperatives. The nine strategic aims are;

POLICY 1

Empower women politically and economically; and promote inclusive governance

POLICY 2

Promote sustainable Local Economic Development (LED)

POLICY 3

Assist Local Councils in achieving Sustainable Development Goals

POLICY 4

Ensure fiscal decentralization; and assist local councils in creating vibrant local economies

POLICY 5

Make local councils accountable and responsible

POLICY 6

Leverage use of ICT for an empowered, effective and efficient local governance system

POLICY 7

Promote community participation at local level

POLICY 8

Build trust among citizens and Government for the local governance system

POLICY 9

Strengthen Local Government Authority

POLICIES & TARGETS

POLICY 1

Empower women politically and economically; and promote inclusive governance

Target 1.1:

By 2023, 75% islands has established reporting mechanism for harassment through WDCs

Target 1.2:

By 2023, at least 200 women have been trained in Skill Development Programs

Target 1.3:

By 2023, 5 business startup schemes/ funds through WDC for women have been established

Target 1.4:

By 2023, at least 6 atoll level women's forum by WDCs have been conducted

Target 1.5:

By 2023, 100% of islands have WDC's established

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Ensure Safety of women	Establish reporting mechanism for harassment through Women Development Committees	■		
Increase confidence of women to participate in island level decision making process	Conduct mentorship programs	■	■	■
	Conduct Skill Development program to Increase confidence of women to participate in decision making	■	■	■
	Conduct specific training/ orientation program for female councilors	■		
Decrease Stereotypes misconceptions about role of women	Review civic education program in collaboration with ministry of education	■		
	Conduct awareness programs on Stereotype misconceptions about role of women	■	■	■

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Increase opportunities & resources to develop business startups for women.	Conduct Business Skill Development Programs for women	■	■	■
	Establish business startup schemes/funds for women through WDCs		■	
	Create marketing opportunities for women through local councils		■	
Increase channels for women to voice out	Conduct women forums at local level through WDCs	■	■	■
	Create/list out women networking platforms	■		
	Review Performance Index marks allocation for women participation	■		
Strengthen performance of WDCs	Develop Performance Index for WDCs	■		
Increase participation of women in decision making process at local level	Conduct orientation and training programs to WDCs to carry out their mandate	■		
Empower Women Development Committees (WDCs)	Strengthen the functioning of WDCs across the country through targeted training programs and technical support	■	■	■
	Develop template for WDC workplan	■	■	■
	Conduct advocacy programs for WDC	■	■	■
	Strengthen the finance management of WDC funds	■		
	Develop regulation template of Women Development Committees	■		
	Develop and revise guidelines related to WDC functioning	■		
	Establish mechanism to monitor the functioning of WDCs	■	■	■
Establish a mechanism to Collect & Maintain women related statistics of local islands	Collect information on women related statistics	■		



POLICY 2

Promote sustainable local economic development (LED)

Target 2.1:

By 2023, at least 5 cooperative societies is established to market locally produced goods

Target 2.3:

By 2023, 5 councils have started lending loans through banks to start up small-scale businesses

Target 2.2:

By 2023, at least 200 persons trained on starting up small scale businesses

Target 2.4:

By 2023, at each island level an online platform for craftsmen/laborers is developed with a compiled platform available nationally

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Establish a mechanism to sell/market locally produced goods	Create a mechanism to transfer locally produced goods between islands through the atoll ferry mechanism in collaboration with atoll councils		■	
	Establish cooperative societies/ local authority companies in collaboration with councils at local level to market locally produced goods	■	■	■
	Establish an online platform to maintain registry of laborers/ craftsmen	■		
	Identify opportunities to sell locally produced goods to abroad	■	■	■
Increase knowledge on small scale business opportunities at local level	Conduct skill development programs in collaboration with councils to increase knowledge/skill on small scale business ventures at local level	■	■	■
	Create awareness on small scale business ventures that can be carried out with councils at local level	■	■	■
	Conduct information sessions in collaboration with councils for public regarding tax & other related regulations of MIRA	■	■	■

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
	Conduct information sessions in collaboration with councils to increase interest/motivation to start income generating activities that are possible to do at local level	■	■	■
Facilitate in obtaining funding & resources to startup small scale business ventures	Conduct training programs for public in collaboration with councils to increase knowledge on developing project proposals	■	■	■
	Establish & maintain an online directory of organizations which provide Aid for small scale business ventures	■		
	Establish a mechanism to lend loans from public funds through banks to start up business ventures		■	
	Conduct an investors forum in collaboration with council at island/atoll level	■		
	Facilitate obtaining land to start small scale business ventures at local level			■
	Liaise with central government to assist small scale businesses to acquire investment capital	■		



POLICY 3

Assist Local Councils in achieving Sustainable Development Goals

Target 3.1:

By 2023, 100% councils have been provided training on SDGs

Target 3.2:

By 2023, 100% of Islands have Developed 5 year island development plan & financial plan

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Develop plans and materials required for aligning Island Development plans with SDGs	Develop Plans & materials required for aligning Island Development plans with SDGs	■		
Assist local councils in developing their 5 year development plans aligning the plans to NDP and SDGs	Conduct TOT session to train facilitators from atoll councils to train island councils to develop their 5 year development and financial plans	■		
	Conduct DP and FP training at all atolls	■		
Increase awareness on SDGs among local councils	Conduct programs for local councils to increase awareness on SDGs	■	■	■
Assist councils to find opportunities available related to SDGs	Increase awareness on available opportunities related to SDGs	■	■	■
	Assist to get SDG related training opportunities to councils	■	■	■
	Assist in getting funding for SDG implementation at local level	■	■	■



POLICY 4

Ensure fiscal decentralization; and assist local councils in creating vibrant local economies

Target 4.1:

By 2023, all fees/rents to be collected locally transferred to local council

Target 4.3:

By 2023, at least 20 councils buy/sell shares of companies

Target 4.2:

By 2023, at least 100 local authority companies are established

Target 4.4:

By 2023, ownership of all assets within local council jurisdiction transferred to local councils

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Ensure transfer of fees/rent collected at local level to local councils	Identify the fees/rent that need to be transferred to councils	■		
	Arrange a mechanism to transfer fee/rent collected by ministries/authorities at local level to local councils	■		
Create an environment to conduct business ventures at local level	Conduct business forums at atoll level	■	■	■
	Develop regulation on Local Authority company	■		
	Assist in establishing Local Authority companies	■	■	■
	Establish a mechanism for councils to buy & sell share of companies	■	■	■
Ensure transfer of assets ownership within the jurisdiction of councils to respective councils	Identify the assets that need to be transferred to councils	■		
	Arrange a mechanism to transfer ownership registry of assets & resources to councils	■		
Establish a mechanism for councils to take loan	Develop policy/regulation to facilitate councils to take loans	■		
	Develop policy/regulation that facilitate councils to lend loans	■		

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Increase finance related knowledge and capacity at councils	Conduct finance training to councils	■	■	■
	Conduct awareness to financial regulation and procurement regulation to councils	■	■	■
Ensure local councils have sufficient financial resources	Establish a mechanism to formulate income statement and balance sheet of local councils at local level	■		
Transfer of fees from resources, assets & properties within council jurisdiction	Ensure transfer of fees from resources, assets & properties within council jurisdiction (with in 6 months of decentralization act 8th amendment ratification)	■		
Develop a policy regarding supplementary budget	Develop a policy regarding supplementary budget & passing a supplementary budget	■		
Ensure councils receive compensation for assets & investments within council jurisdiction	Formulate a regulation to compensate for assets and investments within council jurisdiction	■		



POLICY 5

Make local councils accountable and responsible

Target 5.1:

By 2023, 100% of island councils monitored & audited through atoll councils

Target 5.2:

By 2022, 100% of city & atoll councils monitored by LGA

Target 5.3:

By 2023, 100% of councils have established a mechanism for public to report concerns and council discrepancies

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Ensure Implementation of existing policies to make local councils responsible and accountable	Establish a mechanism to audit councils regularly		■	
	Monitor atoll and city councils annually	■	■	■
	Establish a mechanism to attend the issues identified at the monitoring reports	■		
	Review and revise councils monitoring system to strengthen the system		■	
Establish mechanism to ensure compliance to existing regulations and policies	Create awareness on the existing regulations and policies councils are required to comply with	■	■	■
	Strengthen the administrative system and procedures at local councils	■		
Ensure councils have a mechanism to attend public concerns in matters related to council decisions	Establish a mechanism for public to report concerns and council discrepancies	■		
Devolve and delegate the responsibilities of the central government to local councils	Create an accountability mechanism for municipal service delivery at local level		■	
Establish a mechanism to make councils accountable	Formulate regulation to make councils accountable	■		

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Develop mechanisms to make council functioning more efficient	Develop a policy for Councils organizational Structure	■		
Develop land use plan of councils	Assist local councils to Develop Land use plans	■		
Revise legal and regulatory framework required for restructuring local councils	Review and amend all regulations and policies that contradict the Decentralization Act	■	■	■
Ensure smooth transition of councilors elected for fourth term	Facilitate the oath taking ceremony arrangements	■		
Allocate uninhabited islands that do not fall under the jurisdiction of city & island councils	Develop a policy to allocate uninhabited islands that do not fall under the jurisdiction of city & island councils to look after the island and to conduct economic activities	■		
Develop policy on electing Deputy mayors of city councils & Vice president of Island councils	Develop a policy on electing Deputy mayors of city councils & Vice president of Island councils	■		
Develop robust mechanisms for accountability of local councils	Establish e-monitoring mechanism to monitor the council	■		
	Develop and implement auditing /monitoring mechanisms at local councils on the use of funds and tracking of council debt levels			■
	Strengthen local performance index for councils		■	
Establish a mechanism to monitor the reports/plans/statements to be submitted by councils	Monitoring of local councils' Annual reports	■	■	■
Ensure updated statistics of expatriates are collected and maintained at councils.	Facilitate councils to collect & maintain statistics of expatriates and reporting to relevant line ministry	■		



STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Statistics of vulnerable groups and people with special needs, Senior citizens and bed ridden people are maintained at local level	Collect & maintain a registry of vulnerable groups including people with special needs. senior citizens and bed ridden people are maintained at local level	■		
Establish a registry of resources & assets owned by local councils	Collect & maintain a registry of resources & assets owned by local councils	■		
Strengthen institutional capacity of local councils and provide opportunities for human resource development	Develop and deliver orientation programs for newly elected councilors	■		
	Implement E-council system in local councils to enhance the service delivery and accessibility	■	■	■
	Provide internet access to all councils	■	■	■
	Increase the capacity of atoll councils in providing technical support (such as legal advice, planning, financial management) to island councils	■	■	■
	Collaborate with training institutes to deliver training packages to improve administrative and technical capacity of local councils	■	■	■
Facilitate to ensure public health safety at local level	Assist council to attain the responsibilities mandated under Public Health Protection Act	■	■	



POLICY 6

Leverage use of ICT for an empowered, effective and efficient local governance system

Target 6.1:

By 2023, all modules of E-council completed and implemented at 100% of councils

Target 6.3:

By 2023, implement a fully functional PSIP monitoring mechanism to monitor PSIP projects at local level

Target 6.2:

By 2023, 100% of councils have established a mechanism for public feedback

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Increase technical ICT capacity	Conduct ICT trainings for councils	■	■	■
	Conduct ICT trainings for LGA staff	■	■	■
Strengthen IT infrastructure at LGA and councils	Facilitate in acquiring licensed & legal software and up-to-date hardware	■	■	■
Strengthen ICT network and connectivity at LGA and Councils	Conduct meetings to acquire high quality packages from Internet Service Providers at a lower cost	■		
Integrate software developed by various agencies for similar needs	Conduct stakeholder consultations for national level alignment/integration of software	■	■	■
Facilitate to create a digital working environment for councils & LGA	Develop & enhance E-council platforms to include all work areas of council & LGA	■	■	■
	Develop a digitalization plan	■		
	Develop a procurement plan (Task Management system)	■		
	Facilitate Infrastructure for mobile development	■		
	Develop procurement requisition portal	■		

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
	Establish complaint lodging mechanism at LGA for the public (with option to report anonymously) and publicize it	■		
	Develop a monitoring mechanism for PSIPs	■		
	Develop an online mechanism for public to provide feedback and provide their ideas on how to improve services given by councils	■		
Develop and integrate health data management systems within health network to enable timely surveillance of diseases, births, deaths, morbidity patterns as well as social determinants of health	Expand digitization of the vital registration system by linking different health care providers	■	■	■
Facilitate to create platform for councilors and council staffs to work remotely	Establish an online platform for atoll councilors to attend council meetings remotely.	■		



POLICY 7

Promote Community participation at local level

Target 7.1:

By 2023, 100% of councils have conducted home visits / meetings with PWDs and marginalized people

Target 7.2:

By 2023, 100% of councils have conducted 6 yearly meetings with the public

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Increase community participation at local level decision making process	Conduct public awareness programs on importance of public participation in local level decision making process (despite the difference in political views)	■	■	■
	Develop a policy for engaging community participation at council decision making process	■		
	Review and revise weightage for community participation allocated in Local Council Performance Index		■	
	Establish a platform (Mansa) to monitor community meetings and decisions		■	
	Establish an online platform to display the developmental projects held at local level		■	
	Develop an SOP on participation of marginalized community at local level	■		
	Collect & maintain a registry of people with special needs at local level		■	
Increase the knowledge of councils on the importance of community participation at council decision making process	Conduct awareness programs on public participation in local level decision making process to local councils	■	■	■

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
	Develop handbook, video spots, posters on the importance of public participation in local level decision making process	■	■	■
Enhance citizens participation in the decision making process of councils at local level	Conduct public awareness programs to motivate public participation in the decision-making process of councils	■	■	■
	Conduct training programs to councils on public participation and community engagement	■	■	■
Strengthen civil society involvement in development and decision making at local level	Identify channels for facilitating partnerships between local councils and NGOs	■	■	
	Facilitate the establishment of a Local Government Association to better promote local councils and to represent interests of councils to central government	■	■	
Increase knowledge, awareness, and evidence to support advocacy on local governance	Facilitate dialogues with general public and relevant institutions on decentralization and good governance	■	■	■
	Conduct research and performance reviews/impact evaluations on the functioning of decentralization system	■	■	■
	Conduct forums/seminars on decentralization and good governance	■	■	■



POLICY 8

Build trust among citizens and Government for the local governance system

Target 8.1:

By 2021, 100% of councils have conducted property audit

Target 8.3:

By 2023, 100% of councils have sent documents for Performance Index

Target 8.2:

By 2021, 100% of councils have conducted audit of properties allocated for government institutions, and transfer of registration

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Increase public awareness on the benefits of local governance system	Conduct public awareness sessions on decentralization system and its benefits	■	■	■
Increase awareness of ministries to the mandates of local councils and local governance system	Conduct awareness sessions to line ministries on council mandate and the local governance system	■	■	■
Ensure transparency and disclosure of council decisions at council level	Establish a mechanism to monitor the disclosure of council decisions	■		
	Establish a mechanism to monitor the publishment of Development plan & Financial plan updates by councils			■
	Establish a mechanism to publish councils' activities regularly			■
Ensure Council mandates are fulfilled according to Decentralization Act	Increase awareness on the importance of capable councilors being elected to Local councils	■		
	Establish a mechanism to ensure councils are provided with adequate support and assistance by line ministries on the functions related to their mandates	■		

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
	Conduct on the job training for council staffs	■	■	■
	Identify the causes of poor performance in PI and establish a mechanism to ensure special attention is given to underperforming councils to assist them to develop their lacking capacities		■	
	Conduct targeted training for underperforming councils due to lack of capacities	■	■	■
Ensure smooth implementation of PSIP projects of councils	Facilitate the implementation and monitoring of PSIP projects at councils	■		
Revise legal and regulatory framework required for restructuring local councils	Review and amend all regulations and sectoral SOPs that contradict the Decentralization Act	■	■	■
Ensure smooth implementation of PSIP projects of councils	Prepare a guideline on implementation of PSIP projects by councils	■		
Assist councils to conduct property audits	Facilitate the preparation of councils properties audit	■		
	Facilitate in conducting audit of properties allocated for government institutions, and transfer of registration	■		
Facilitate Councils to sign MoU with third party utility providers	Inform councils to sign MoU with third party utility providers within 1 year. (ratification of 8th amendment to D. Act)	■		
Ensure sharing of information with Elections Commission regarding vacant seats of councils & WDCs	Develop a procedure to inform Elections Commission regarding vacant seats of councils & WDCs	■		



STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Ensure support from police to provide municipal services	Prepare policy regarding support from police to provide municipal service	■		
Review councils' articles of association	Review and develop a template for councils Articles of association	■		
Strengthen local performance index for councils	Review and revise Performance Index		■	
Strengthen council functions by monitoring the audit reports of councils	Consolidate Internal & external audit report of councils and publish a consolidated report.	■	■	■



POLICY 9

Strengthen Local Government Authority

Target 9.1:

By, 2022, LGA staff retainment & promotion policy developed and implemented

Target 9.4:

BY 2023, 60% of public believes LGA delivers its mandate well

Target 9.2:

By 2023, decrease yearly staff turnover rate to 5%

Target 9.5:

By 2023, establish affiliations with additional 5 International partners

Target 9.3:

By 2023, a well-functioning training institute is established

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023	
Develop a mechanism to address staff turnover at LGA	Develop a staff retainment policy to address staff turnover at LGA		■		
	Review and revise Staff regulation & policies to improve working environment	Review & revise staff orientation program	■		
		Review & revise staff regulation based on staff concerns		■	
		Review & revise staff appraisal policy to reflect poor performance		■	
		Develop staff promotion policy		■	
		Develop and implement staff grievance policy	■	■	■
		Publish staff regulation, policies & SAP in LGA website	■		
Increase technical capacity of staffs	Identify need and provide trainings for staffs to develop staff skills	■	■	■	
	Review organizational structure to increase necessary job positions			■	

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Establish a mechanism to increase presence of LGA in public media platforms	Recruit/allocate designated public Relations staff Advocator Governance/System Analyst/ IT officer (2)/S. Administrative officer Assistant Director (Legal)/S. Legal Officer/Legal officer	■		
	Develop a media plan & revise weekly to increase media coverage of LGA activities on all media platforms	■		
Establish local & foreign partnership with relevant agencies	Obtain membership in relevant international & local organizations	■	■	■
Upgrade the existing HR software to ensure automation of HR works	Procure/develop an automated HR system	■		
Strengthen work plan monitoring mechanism	Strengthen work plan monitoring mechanism	■	■	■
Establish a mechanism to update and maintain office infrastructure	Replace, repair & maintain building infrastructure on regular basis	■	■	■
	Establish service level agreements for routine peripherals, equipment & machineries	■	■	■
Acquire resources essential for work	Establish a mechanism for offsite backup	■	■	■
	Acquire vehicle for office use	■		
	Conduct an assessment for need & acquire necessary work equipment and machinery	■		
	Acquire package/license for email that ensures reliable email service	■	■	■
	Acquire internet package that ensures fast & reliable internet service	■	■	■

STRATEGIC ACTIVITY	ACTIVITY	2021	2022	2023
Develop Training Institute	Develop Curriculum & Courses	■	■	■
	Conduct need-based training assessment	■		
	Incorporate decentralization/governance awareness programs to school curriculum	■		
	Develop a website for training institute	■		
	Develop case studies for new council challenges	■	■	■
Establish a mechanism to increase knowledge on decentralization & local governance through exposure trips/field trips/workshops	Find opportunities related to decentralization system from abroad (exposure trips)	■	■	■
Strengthen Decentralization & local governance in Maldives	Strengthen research system of LGA	■	■	■
	Conduct researches for policy recommendations	■	■	■
	Conduct Public Perception survey about LGA		■	
Review LGA's articles of association	Review and amend LGA's articles of association	■		



MONITORING & EVALUATION

The Strategic Action Plan 2021-2023 will be implemented through set of detailed annual plans, where responsible divisions/section are specified and deadlines set out. The annual plans along with annual budgets formulated under Strategic Action Plan will be monitored quarterly and performance reports will be developed and shared with the Board and other stakeholders.

A review and evaluation of the Strategic Action Plan will take place at the end of the plan period where targets and objectives with the strategic aims will be analyzed and reported to the Board and key stakeholders, including local councils. The findings will feed into the formulation process of the next Strategic Action Plan.



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Local Government Authority

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