

# STRATEGIC ACTION PLAN 2016 - 2018



Local  
Government  
Authority



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STRATEGIC  
ACTION PLAN  
2016 - 2018

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# INTRODUCTION

The purpose of this Strategic Action Plan(SAP) is to set clear strategies and activities to guide and implement the Strategic Plan 2016-2020 Local Government Authority . The SAP takes each outcome of the Strategic Plan, and develops detailed action plans to guide implementation, setting out responsibilities, monitoring and evaluation modalities, measurable indicators and outline budgets. LGA will develop a more detailed Annual Action Plan based on strategic activities outlined in this document.

The SAP also sets out concrete actions to be taken to address cross-cutting issues;and specifically to ensure that gender issues are mainstreamed into all key areas, including policy development, capacity development, disaggregated data collection and analysis. It also ensures that joint actions with key stakeholders are provided for and monitored.

This document must be read as part of the Strategic Plan 2016-2020.

# LOCAL GOVERNMENT AUTHORITY

The Local Government Authority (LGA), established on 4th August 2010, is the state agency created under the Decentralization Act to monitor and regulate the work of Local Councils.

LGA functions under an independent Board created under the Act.

## The membership of the LGA Board

Is comprised of:

- (a) a minister appointed by the President to make LGA accountable to the Parliament;
- (b) a member appointed by the City Council of Male', capital of the Maldives;
- (c) four members elected from among the members of the Atoll Councils;
- (d) a member from civil society, appointed by the Parliament;
- (e) a member of the public, appointed by the Parliament;
- (f) a member elected from among the members of the City Councils, excluding Male' City Council.

The LGA is the principal regulatory agency, acting as a central agency for local councils, with a key role in managing the relationship between councils and the central government.

# The main responsibilities of LGA

include, but are not limited to the following.

- a) Monitor the work and activities of the councils to ensure that they are functioning in accordance with the Constitution, the Decentralization Act, and other Laws.
- b) Oversee and coordinate the work of the councils at national level.
- c) Work towards establishing and maintaining similar standards for the work and activities carried out, and for regulations formulated by the different councils.
- d) Formulate operational regulations of the LGA.
- e) Determine the areas that fall under the jurisdiction of each atoll council, island council and city council.
- f) Identify training needs and conduct the training to build capacity of local councils.
- g) 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 issues in local government performance.

# VISION

The people of Maldives are well served by a participative, equitable and accountable local governance system that directly delivers locally prioritised services efficiently, effectively and economically.

# MISSION

The people of Maldives are well served by a participative, equitable and accountable local governance system that directly delivers locally prioritised services efficiently, effectively and economically.



# CORE VALUES

The LGA strives to adhere to the following values:



## PROFESSIONALISM

fostering credibility and trust through effectiveness and efficiency.



## TRANSPARENCY

conducting open and honest communications with central government, councils, stakeholders and the public.



## ACCOUNTABILITY

being answerable to government (upwards), stakeholders (horizontal), councils and the public (downwards), and taking full responsibility for its performance.



## IMPARTIALITY

adopting a non-partisan, fair, results-based management approach, free from undue influence.



## EQUITY

identifying and addressing equity issues within its scope of work, including gender, economic, demographic and social issues.



## INTEGRITY

demonstrating honesty and consistency in all its activities.



## COMPETENCE

having the ability and capacity to do our jobs

# STRATEGIC AIMS

The Strategic Plan 2016-2020 outlines five main strategic areas to be focused over the next five years. These were identified and elaborated during the Strategic Plan formulation stage. A fully participative strategic planning approach was adopted at every stages of the plan involving key stake holders and development partners were taken into consideration at every stage of the process.

## The Policy Environment

Strategic Aim: To assist the government to clarify and develop the decentralisation policy; and to chart a roadmap and an implementation plan for decentralisation.

## The Legal Framework

Strategic Aim: To review the legislative framework and provide support to government in identifying legal contradictions, and in reviewing and aligning other relevant existing and upcoming legislation.

## Local Governance

Strategic Aim: To review the current system against the decentralisation policy, the principle of subsidiarity and international good governance practices, and to recommend improvements.

## Capacity Development

Strategic Aim: To develop capacity for decentralisation and local governance at the level of the policy environment, the organisation and the individual.

## The LGA Mandate

Strategic Aim: To develop the organisation of LGA so as to ensure that councils are functioning in accordance with the Decentralisation Act 2010.

# OUTCOMES AND STRATEGIC ACTIVITIES

## STRATEGIC AIM 1

To assist the government to clarify and develop the decentralisation policy; and to chart a roadmap and an implementation plan for decentralisation

NO	OUTCOMES	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE
1.1	LGA is recognized nationally as a key actor in the decentralisation process.	1.1.1 Engagement with government and key stakeholders on policy	Meetings held with government and key stakeholders	Jan Jun 2016
		1.1.2 Identify and create strategic partnerships	Number of meetings held, Number of joint actions agreed, Number of MOUs signed	Jan Jun 2016
		1.1.3 Develop a policy paper on the way forward for decentralisation submitted to cabinet	LGA policy paper discussed in cabinet	Jul Dec 2016
		1.1.4 Develop a policy paper on local governance submitted to cabinet	LGA policy paper discussed in cabinet	Jul Dec 2016
		1.1.5 Conduct a research to identify the benefits that Maldives gained through decentralisation	Research on benefits that Maldives gained through decentralisation published	May Jul 2017

NO	OUTCOMES	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE	
1.2	A series of decentralisation and local governance policy dialogues, involving key stakeholders, is held, leading to the development of a comprehensive policy paper; a 10 year national plan, and a 3 year implementation programme.	1.2.1	Develop a National policy paper on decentralisation	Policy paper published	Jul Dec 2016
		1.2.2	Coordinate and facilitate policy dialogues	Number of Policy dialogues conducted	Jul 2016 Jun 2017
		1.2.3	Develop a 10-year national plan for 2018 - 2027	National Plan published	Jan Jun 2017
		1.2.4	Develop a 3-year implementation programme for 2018 - 2021	Implementation programme developed and implemented	Jun Dec 2017
1.3	Mediate to create and enhance inter governmental trust by making sure local councils use their power, assets and resources efficiently and effectively	1.3.1	Develop and revise SOPs for Council decision making	Revised and developed SOPs implemented	Jul 2018
		1.3.2	Develop a policy for utilisation of council assets	Asset management policy published	Jun Jul 2016
1.4	Councils budgets are given as Grants as per Decentralisation Act	1.4.1	Develop local council performance index	Performance Index to fiscal formula introduced from 2016 budget	Mar May 2016
		1.4.2	Formulate Sectorial Grant Guideline	Sectorial Grant introduced from 2018 budget	Feb May 2018
1.5	A policy is formulated for fiscal decentralisation	1.5.1	Develop inter-governmental revenue sharing policy	inter-governmental revenue sharing policy paper submitted to Ministry of Finance y and Cabinet	May Jul 2017
		1.5.2	Conduct advocacy on Fiscal Decentralisation Policy	Forum on Fiscal Decentralisation held	Jul 2016 2017 2018

# STRATEGIC AIM 2

To review the legislative framework and provide support to government in identifying legal contradictions, and in reviewing and aligning other relevant existing and upcoming legislation

NO	OUTCOMES	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE	
2.1	The Decentralisation Act 2010, including any amendments currently under consideration, is reviewed to determine internal inconsistencies; and further amendments if necessary.	2.1.1	Develop a TOR and agree with stakeholders	Terms of reference	Jan Jun 2016
		2.1.2	Established and operate legal section	Legal team	Jul Dec 2016
		2.1.3	Discuss draft review with stakeholders.	Draft review circulated	Jan Jun 2017
		2.1.4	Complete review and submit to Minister	Review considered by Minister	Jul Dec 2017
2.2	Finance, Human Resources and sector legislation is amended to bring it inline with the Decentralisation Act 2010.	2.2.1	Develop a TOR and agree with stakeholders	Terms of reference	Jan Dec 2016
		2.2.2	Establish and operate a joint legal team	Memorandum of Understanding (MOU) in place	Jan Jun 2017
		2.2.3	Discuss individual reviews with relevant sectors	Number of sector engaged in review	Jun 2017 Jun 2018
		2.2.4	Complete reviews and submitted to relevant Ministers	Reviews considered by Minister	Jul Dec 2018

# STRATEGIC AIM 3

To review the current system against the decentralisation policy, the principle of subsidiarity and international good governance practices, and to recommend improvements

NO	OUTCOMES	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE
3.1	The local governance system is reviewed and strengthened.	3.1.1 Develop a TOR and agree with stakeholders	Terms of reference	Jan Jun 2016
		3.1.2 Establish and operate a review team	MOU between all partners	Jul Dec 2016
		3.1.3 Present review draft and discuss at national forum.	National forum convened, including all key stakeholders	Jan Jun 2017
		3.1.4 Finalise review and submit to Government.	Review	Jul Dec 2017
		3.1.5 Publish review as a Government Discussion Paper	Discussion Paper published	Jan Jun 2018
		3.1.5 Formulate an implementation plan for local governance reform, supported by LGA	Implementation plan	Jul Dec 2018
		3.1.6 Establish local governance advocacy forum	Local governance advocacy forum established and functioning.	Jun Jul 2017

NO	OUTCOMES	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE	
3.2	Planned and organised efforts are put in to identify organisational needs of local councils and develop required projects for system development	3.2.1	Identified and formulate Projects based on needs of local councils	pre-project development studies conducted	Jun 2016 2017 2018
		3.2.2	Implement projects through local councils	Project implementation guideline and MOU signed with local councils. Implemented projects through them.	2016 2018
3.3	Strengthening participatory decision making, local governance and decentralization system	3.3.1	Promote participatory decision making, local governance and decentralization system at Atoll Level	Number of Atoll Forums Conducted	May Aug 2017 2018
		3.3.2	Promote participatory decision making, local governance and decentralization system at Island Level	Number of Community Forums Conducted	May Aug 2017 2018

## STRATEGIC AIM 4

To develop capacity for decentralisation and local governance at the level of the policy environment, the organisation and the individual

NO	OUTCOMES	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE	
4.1	A national capacity development plan is formulated and implemented	4.1.1	Develop TOR and agreed with stakeholders	Terms of reference	Jan Jun 2016
		4.1.2	Establish and operate CD team	MOU with partners in place	Jul Dec 2016
		4.1.3	Circulated and discussed draft report at stakeholder workshop	Workshop attended by key stakeholders	Jan Jul 2017
		4.1.4	Finalise CD and submitted to Government for approval and financing	CD plan financed	Jul Dec 2017

NO	OUTCOMES	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE
4.2	An LGA capacity development plan, to include policy development; use of information technology / e-council system (using partnerships) to improve communications with the councils; public image improvement, human resource management is formulated and implemented	4.2.1 Develop a TOR	Terms of reference	Jan Mar 2016
4.2.2 Establish and operate CD team		CD analysis	Jan Mar 2016	
4.2.3 Present draft report to LGA		Internal staff workshop	Mar Jun 2016	
4.2.4 Finalise CD plan and included in APB for 2017		CD plan financed	Jun Dec 2016	
4.3	A capacity development plan for councils and local communities is formulated and implemented	4.3.1 Develop TOR and agreed with councils and stakeholders	Terms of reference	Jan Mar 2016
4.3.2 Establish and operate a CD team		MOU with councils and partners in place	Mar Jun 2016	
4.3.4 Circulate draft report and discuss at stakeholder workshop		Workshop attended by council representatives and key stakeholders	Jul Sep 2016	
4.3.5 Finalise a CD plan and submit to Government for approval and financing		CD plan financed	Sep Dec 2016	



# STRATEGIC AIM 5

To develop the organisation of LGA so as to ensure that councils are functioning in accordance with the Decentralisation Act 2010

NO	OUTCOMES	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE	
5.1	The Decentralisation Act 2010, including any amendments currently under consideration, is reviewed to determine internal inconsistencies; and further amendments if necessary.	5.1.1	Conduct an internal capacity assessment (short and medium term) for taking on full legal mandate	Assessment report	Jan Mar 2016
		5.1.2	Assign existing resources to tackle the new role	New staffing structure, job descriptions and person specifications	Jan Jun 2016
		5.1.3	Identify training and development needs, as well as any further staff requirements	ITN report	Mar Jun 2016
		5.1.4	Assign and operate new activities	APB revised and submitted to MOFT	Jun Dec 2016
		5.1.5	Create friendly work environment among staff	General staff meeting structure revised and implemented, LGA Club reorganised	Mar 2016
5.2	Finance, Human Resources and sector legislation is amended to bring it inline with the Decentralisation Act 2010.	5.2.1	Submit proposals to cabinet on mandate regarding Decentralisation Act	Minister submits proposals to cabinet	Jan Jun 2016
		5.2.2	Submit quality outputs as outlined in other strategic areas to relevant government agencies	Policy papers and implementation plans	Various as above
		5.2.3	Develop and explore advocacy role	Advocacy strategy	Jan Jun 2016
		5.2.4	Identified and engaged strategic partners	MOUs	Jan Jun 2016

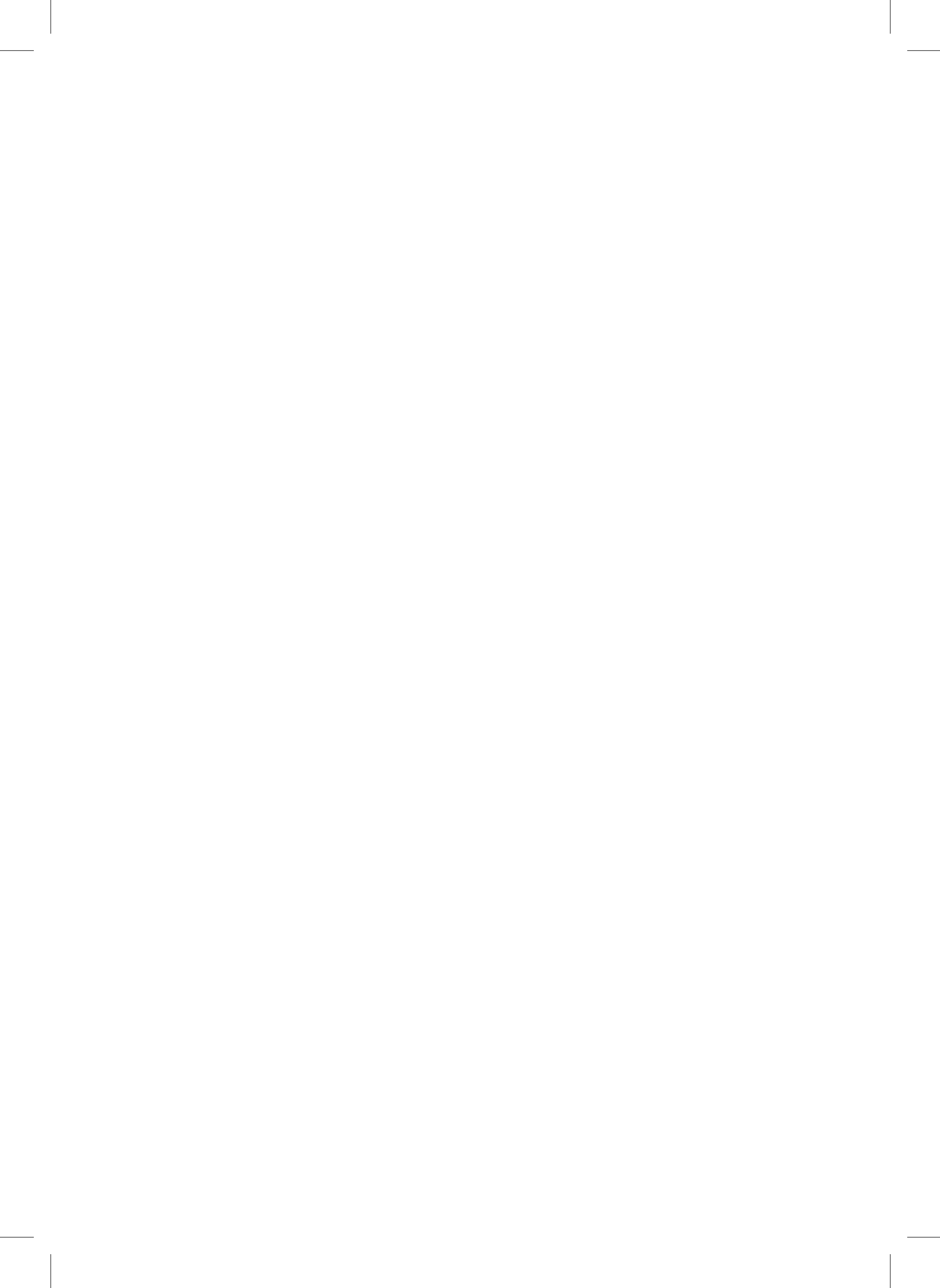
NO	OUTCOMES	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE	
5.3	Develop strong policy and planning framework to assist work activities of LGA	5.3.1	Formulate long term strategic plan for LGA formulated	Long term strategic plan published	Feb 2016
		5.3.2	Develop LGA's Strategic Action Plan	Long term strategic plan implemented	Feb 2016
5.4	Establish a system and monitor the work of LGA staffs and provide regular feedback	5.4.1	Establish an Action Plan Monitoring System	Action Plan Monitoring System implemented	Jan 2016 2017 2018
5.5	Strengthen financial management to supports the processing of financial transactions by providing required reports, forms and information and reviewing process flows	5.5.1	Introduce budget management software	Budget management software installed and operationalised	Jun Jul 2017
		5.5.2	Improve guideline for procurement and financial management procedures	Guideline for procurement and financial management procedures revised	Apr May 2017
				Training on procurement and financial management procedures conducted	Apr May 2017
5.6	Good relationship is established between LGA Board and the Secretariat	5.6.1	Improve LGA Board and Secretariat communication	Communication procedure with board members revised based on the requirement of both board and secretariat	Jun Jul 2016
5.7	Improve LGA's performances through better human resource management	5.7.1	Improve HR Regulatory Framework	HR related regulations revised, Formulated relevant new regulations	Jun Jul 2017
		5.7.2	Introduce HR software with staff self-monitoring system to monitor staff activities and performances	HR Software purchased and implemented & access provided to staff for generating relevant data/reports	Mar Apr 2016
		5.7.3	Improve mechanism to take disciplinary action for staff misconduct	Disciplinary Action Rules and Procedures revised and implemented	Aug Sep 2017

NO	OUTCOMES	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE
		5.7.4 Strengthen the existing policies, guidelines and SOPs to make sure staff are treated equally	Revised policies, guidelines and SOPs implemented	Aug Sep 2017
		5.7.5 Strengthen the staff grievance mechanism	staff grievance mechanism established to attend staff grievances promptly	Sep 2016
		5.7.6 Introduce staff promotion and reward system	Guideline and Procedures required for promotion and other rewards formulated and implemented	Nov Dec 2016
		5.7.7 Build HR management capacity	Training program conducted for senior management on Human Resource Development/organisational behaviour and Leadership	Jun Jul 2017
5.8	Increased role of Information Technology in achieving strategic development goals of LGA	5.8.1 Establish an IT Unit	IT Unit established and functioned	Mar 2017
		5.8.2 Create awareness on basic IT issues among staff	Awareness program on basic IT issues among staff conducted	Apr 2017
		5.8.3 Strengthen information technology management capacity	IT related Training Needs Assessment done and conducted training as per assessment	May 2017
5.9	A policy is formulated for fiscal decentralisation	5.9.1 Redefine role and mandate of Monitoring and Investigation Section and its Units	Monitoring Section restructured with revised mandate and revised TOR of its staff	Mar May 2016
		5.9.2 Improve monitoring, evaluation and investigation capacity	training program on investigation conducted to Monitoring Section Staff	Mar May 2017
		5.9.3 Strengthen the existing monitoring mechanism established to monitor reports and documents to be submitted to LGA	Document data base reviewed and with identified changes	Jul 2017
		5.9.4 Strengthen atoll council monitoring mechanism	existing atoll council monitoring mechanism revised and	Mar May 2017
		5.9.5 Strengthen Existing performance monitoring mechanism	Existing performance monitoring mechanism revised and implemented	Feb May 2018

# MONITORING AND EVALUATION

The SP is a 'living document' and will be implemented through the SAPs, where responsibilities are specified, and performance indicators are set out. The LGA will also develop, from the SAP, a more detailed Annual Plan with annual budgets. In this way the SP will be used and monitored annually as part of LGA's annual planning and budgeting cycle.

A review and evaluation of this strategic plan is scheduled for Q3 - Q4 2018, in preparation for the SAP 2019 – 2021. This will feed into the formulation process of the next strategic plan.






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