



STRATEGIC PLAN 2016 - 2020



Local
Government
Authority



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STRATEGIC
PLAN
2016 - 2020

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MESSAGE

FROM THE PRESIDENT OF LOCAL GOVERNMENT AUTHORITY



The Local Government Authority was established under the Decentralisation Act 2010 to oversee and monitor the work of the newly-established councils; and to build capacity at local level so that the councils can take on important functions. The councils were established to help local communities to identify and prioritise their needs, and to provide services locally that address those needs.

Our local governance system is important for national development for many reasons. The system is designed to enable government to align its national level vision with local communities; and to give local communities a voice in national development. Central and sector ministries need a strong and capable local governance system so that they can reach local communities effectively with their national plans and programmes. These sector plans allow government to achieve its aims and objectives for the sectors. So the local governance system should be seen as the critical link between central government and the people.

This Strategic Plan 2016 – 2020 is an ambitious plan, designed to take forward the national decentralisation policy; and to continue to oversee and improve our local governance system. I would like express my sincere thanks to the government for its continued support; to the LGA Board and senior management for their inputs; to our key stakeholders who contributed so much to the formulation of the plans; to the UNDP for its ongoing support; and to the UNDP consultant for his expertise and hard work in helping us prepare this Strategic Plan. I hope we can count on all of you to continue your support into the future as we implement our plans.

PREFACE

BY VICE PRESIDENT OF THE LOCAL GOVERNMENT AUTHORITY



The LGA's mandate requires us to ensure that all councils are operating under the Decentralisation Act 2010. So, as well as overseeing and building the capacity of the local governance system itself, we have a responsibility to promote and implement the government's decentralisation policy as outlined in that Act.

Progress over the past five years on implementing decentralization in the Maldives has been slow. There are a number of good reasons for this: government is faced with a number of challenges relating to the local governance system and the performance of councils; councils still lack capacity and resources to fully fulfil their mandates; and the decentralisation process itself, as evidenced internationally, is a slow, costly and complex process.

This Strategic Plan 2016 – 2020 seeks to address decentralisation issues, as well as the oversight, monitoring and capacity building aspects of the LGA mandate. LGA alone cannot address these issues, and so it will need to build partnerships at both national and local levels if it is to succeed. We began this process by directly involving our key stakeholders, including central government institutions, sector ministries, local councils and civil society, in the participatory process of formulating and developing this Strategic Plan. We will build on this as we begin implementation, building partnerships and consensus, facilitating policy dialogues, entering into MOUs with operating partners at national and local levels, including civil society, and acting as a catalyst for changes in governance as we support the decentralisation process.

I would like to thank our stakeholders for their inputs during workshops and interviews; and for providing us with many valuable ideas and comments as we progressed through the drafting process. I would also like to thank the LGA staff at all levels who contributed so much to the formulation of this plan. Finally, I would like to thank UNDP for its continued support, and for providing us with valuable technical assistance during this planning process.

ACRONYMS

ACC	Anti-Corruption Commission
ARC	Advocating for the Rights of Children
CSC	Civil Service Commission
EC	Elections Commission
LDA	Local Development Association
LGA	Local Government Authority
MOEE	Ministry of Environment and Energy
MOFT	Ministry of Finance and Treasury
MOHI	Ministry of Housing and Infrastructure
MOHA	Ministry of Home Affairs
MOE	Ministry of Education
MOLG	Ministry of Law and Gender
MOED	Ministry of Economic Development
MRC	Maldivian Red Crescent
PO	Presidents' Office
SAP	Strategic Action Plan
SAP (finance)	Systems Applications and Products
SHE	Society for Health Education
SP	Strategic Plan
TM	Transparency Maldives
UNDP	United Nations Development Programme
WDC	Women's Development Committees

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EXECUTIVE SUMMARY

The Local Government Authority (LGA), established under the Decentralisation Act 2010, is the principal regulatory body for local councils, with a key role in managing the relationship between councils and the central government. Its overall mandate is threefold: oversight, regulation and capacity development of the councils. More specifically, the LGA has the responsibility to monitor the work and activities of the councils to ensure that they are functioning in accordance with the Constitution, the Decentralization Act 2010, and other Laws.

In view of this, LGA recognises that it cannot fulfil its mandate and address the many issues facing local governance and decentralisation on its own. As a first step in creating more strategic partnerships, the LGA adopted a fully participative strategic planning approach, involving its key stakeholders and partners at every stage of the process.

Together with stakeholders LGA carried out a SWOT analysis of its external environment, including policy, legal and systemic aspects; and of its internal organisational environment. This analysis assisted LGA in determining its Mission, Vision and Values, and led to the identification and elaboration of five main strategic areas on which to focus over the next five years.

FIVE MAIN STRATEGIC AREAS ON WHICH TO FOCUS OVER THE NEXT FIVE YEARS.

THE POLICY ENVIRONMENT 01 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 02 STRATEGIC AIM

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



LOCAL GOVERNANCE 03 STRATEGIC AIM

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



CAPACITY DEVELOPMENT 04 STRATEGIC AIM

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



THE LGA MENDATE 05 STRATEGIC AIM

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





Outcomes towards these aims were developed for each of these areas, and, together with the underlying analysis, were tested and validated both internally in LGA, and externally with key stakeholders.

As the successive drafts were developed they were shared with stakeholders and many valuable comments and suggestions were received and incorporated.

This Strategic Plan represents a change in strategic direction for LGA. It means that it will move outside its current operational model, where it focusses on its oversight, regulatory, monitoring and capacity building roles with councils, to adopt a more ambitious national role in decentralisation and local governance including policy development. It aims to develop as an organisation in order to fulfil this role; and also to improve its capacity and performance in relation to its oversight and development of councils.

In order to do this, LGA will build strategic partnerships, engage with line ministries as well as local councils, build its policy development capacity and its advocacy platform, and will seek to become recognised nationally as one of the

champions of decentralisation and local governance.

The LGA has also developed a Strategic Action Plan 2016 – 2018 based on strategic plan.. The SAP takes each outcome of this SP, and develops detailed action plans to guide implementation, setting out responsibilities, monitoring and evaluation modalities, measurable indicators and outline budgets. LGA will of course also develop a more detailed Annual Action Plan and Budget for submission to MOFT.

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, e.g. Ministry of Law and Gender, Ministry of Finance and Treasury, are provided for and monitored.

As well as ongoing periodic monitoring, a review of the SP and SAP will take place in 2018 as part of the preparation phase for the next SAP 2019 – 2021. This will ensure that this Strategic Plan is a 'living document' that is regularly reviewed and improved.

THE LOCAL GOVERNMENT AUTHORITY

01

1.1 ESTABLISHMENT AND MANDATE

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 activities of Local Councils.

The LGA functions under an independent Board created under the Act.

The membership of the LGA Board is comprised of:

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 minister appointed by the President in order to make LGA accountable to the Parliament;

A member appointed by the City Council of Male', the capital of Maldives;

Four members elected from among the members of the Atoll Councils;

A member from civil society, appointed by the Parliament;

A member of the public, appointed by the Parliament;

A member elected from among the members of the City Councils, excluding Male' City Council.

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.

Oversee and coordinate the work of the councils at national level.

Work towards establishing and maintaining similar standards for the type of work and activities carried out, and for regulations formulated by the different councils.

Formulate operational regulations of the LGA.

Determine the areas that fall under the jurisdiction of each atoll council, island council and city council.

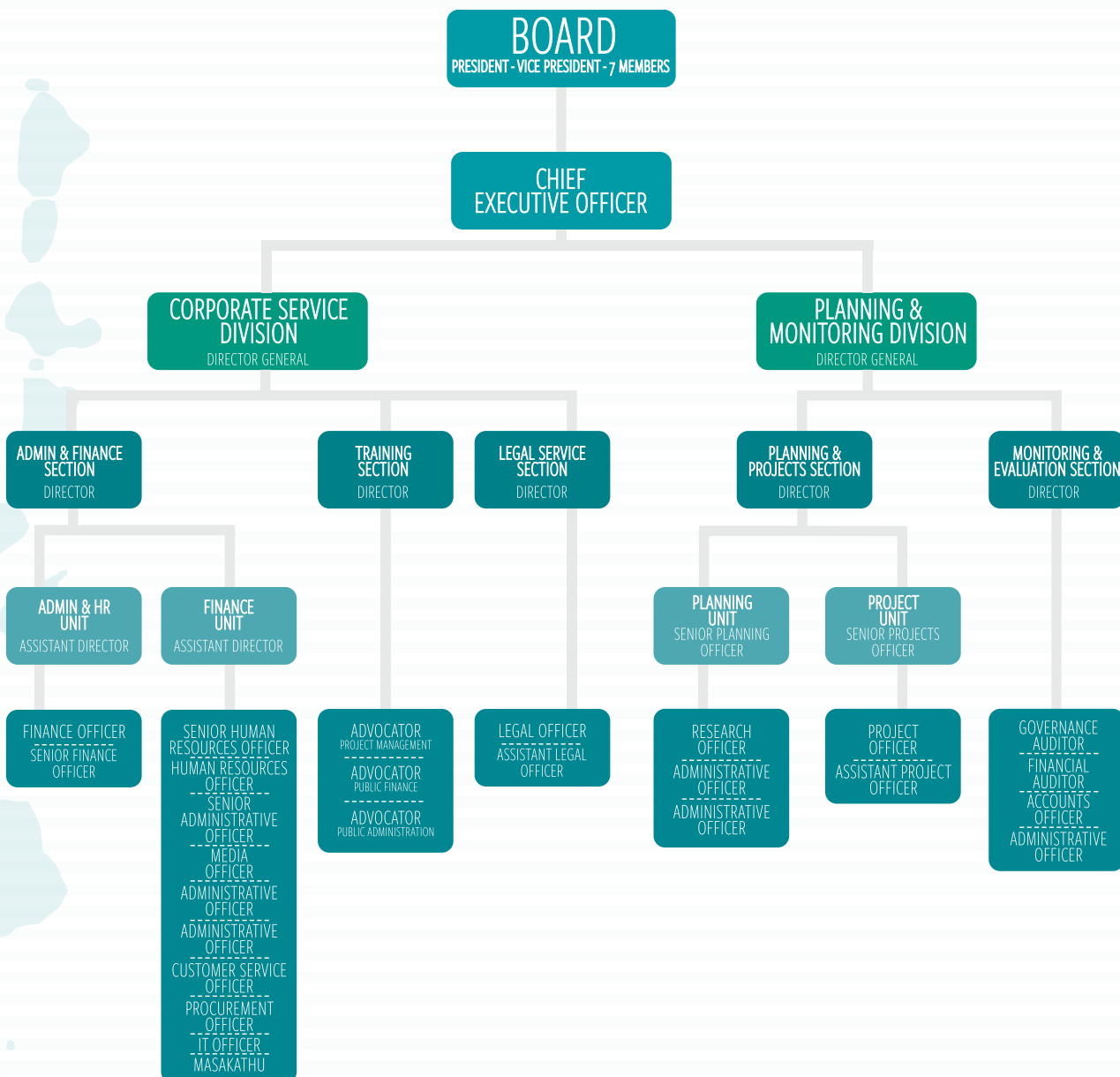
Identify training needs and conduct the training to build capacity of local councils.

Perform all other work mandated to the LGA under the Decentralization Act.

THE LOCAL GOVERNMENT AUTHORITY

1.2 STRUCTURE AND STAFF

The LGA comprises of 38 staff, headed by the Chief Executive Officer. The LGA is divided into two main divisions, the Corporate Service Division and the Planning and Monitoring Division. The Corporate Service Division is sub divided into Administration and Finance, Training and Legal Sections. The Planning and Monitoring Division is sub divided into the Planning and Projects Section and the Monitoring and Evaluation Section. This structure is illustrated in the following organogram.



THE LOCAL GOVERNMENT AUTHORITY

1.3 BUDGET ALLOCATIONS 2014 - 2015

The total budget allocated for the year 2014 was MVR 41,667,262.00. Below is a table showing the percentage allocations for different budget items.

Budget allocated for recurrent expenditure was MVR 19,784,601.00, and 67.14% of the recurrent budget was utilized by end of 2014. The following table below shows the percentage budget allocation and expenditure from the recurrent budget.

ITEM	ALLOCATION FROM RECURRENT BUDGET (%)	EXPENDITURE (%)
STAFF SALARY AND ALLOWANCES	43.97	33.23
TRAVEL EXPENSES	07.45	05.54
OFFICE REQUISTES	00.90	00.90
ADMINISTRATIVE COST	17.21	04.75
COUNCILS TRAINING	21.82	16.78
REPAIR AND MAINTAINANCE	08.75	05.94

Budget allocated for capital expenditure in 2014 was MVR21,882,661.00

19.36% of the capital budget was utilized by end of 2014. The table below shows the percentage budget allocation and expenditure from the capital budget.

ITEM	ALLOCATION FROM CAPITAL BUDGET (%)	EXPENDITURE (%)
PUBLIC SECTOR INVESTMENT PROGRAMS	97.44	17.19
OTHER CAPITAL EXPENDITURES	02.56	02.17

42.05% of the total budget was utilized by end of 2014.

BUDGET ALLOCATIONS

2014 - 2015

The total budget allocated for the year 2015 was MVR 87,887,232.00. Below is a table showing the percentage allocations for different budget items.

Budget allocated for recurrent expenditure was MVR 17,415,006.00, and 16.92% of the recurrent budget was utilized by end of March 2015.

The table below shows the percentage budget allocation and expenditure from recurrent budget.

ITEM	ALLOCATION FROM RECURRENT BUDGET (%)	EXPENDITURE (%)
STAFF SALARY AND ALLOWANCES	46.57	10.45
TRAVEL EXPENSES	11.78	01.60
OFFICE REQUISITES	00.80	00.21
ADMINISTRATIVE COST	07.83	02.59
COUNCILS TRAINING	25.72	00.27
REPAIR AND MAINTAINANCE	07.30	01.80

Budget allocated for capital budget in 2015 was MVR 70,472,226.00, and 09.64% of the capital expenditure was utilized by end of March 2015.

The table below shows the percentage budget allocation and expenditure from capital budget.

ITEM	ALLOCATION FROM CAPITAL BUDGET (%)	EXPENDITURE (%)
PUBLIC SECTOR INVESTMENT PROGRAMS	99.34	09.34
OTHER CAPITAL EXPENDITURES	00.66	00.30

THE STRATEGIC PLANNING PROCESS

02

The LGA established a small working group to drive the strategic planning process. The group carried out a desk review, where relevant legislation, regulations, reports and other documentation were gathered and reviewed. This review provided the foundations for broad strategic directions, and for the process analysis, and the key documents reviewed are listed in Appendix B.

Conscious of the fact that it would be unable to achieve its strategic aims and objectives alone, the LGA adopted a highly participative strategic planning approach. LGA identified and engaged its key stakeholders at the very beginning of the planning process.

An initial stakeholder workshop, designed to provide an analysis of both the policy environment and the current organisational / operational issues, was held on 16th September 2015. Participants conducted a SWOT analysis at both the policy and operational levels, and this informed the subsequent process. In addition, the workshop report was shared with all stakeholders, included those who were not represented; and further comments were invited and received. LGA itself conducted internal workshops and meetings involving all available board members and staff, to deepen and validate the analysis, and to identify the issues and strategic directions to be pursued in the

Strategic Plan. A series of meetings was held during September and October with individual stakeholders, where further issues were raised and ongoing analysis was validated.

A 'zero' draft of this SP, based on the outcomes of the planning process, was developed by the working group; and presented and discussed at an LGA workshop held on 8th October 2015. The 1st draft was then developed, circulated to stakeholders, and presented at a stakeholder workshop on 15th October, where further discussions and comments were elicited. Stakeholders were also invited to submit any further written comments by 31st October 2015.

This Strategic Plan 2016 – 2020 was then completed, submitted to the LGA Board on 27 January 2016 and approved.

THE STRATEGIC PLANNING

2.1

SWOT ANALYSIS

The following is a consolidated analysis, based on the outcomes of the workshops, the stakeholder meetings and the written comments received by LGA. The analysis covers both external and internal aspects, i) the national policy and legal environment in which LGA operates, and ii) the LGA's organization and operations

The external analysis, together with the further analysis arising from stakeholder meetings and comments, shows a complex and difficult external environment in which the LGA operates, characterised by confused and unclear policy and legislative framework, where weaknesses and threats far outweigh strengths and opportunities.

The internal analysis shows an organization struggling to fulfil important parts of its mandate in this difficult environment. However, it demonstrates a number of strengths and opportunities that can be harnessed to develop LGA in ways that can both improve its current performance and empower it to influence and improve its broader environment and so to contribute more towards national development.

This Strategic Plan utilises this analysis to identify and address the key strategic issues raised.

THE STRATEGIC FOUNDATIONS

03

VISION

3.1

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

3.2

To promote good governance, and implement the government's decentralisation and local governance policies and laws, and help develop the necessary capacities to achieve this at all levels.

IN ORDER TO ACHIEVE THIS MISSION THE LGAWILL, INTERALIA:

- ▶ work within government, and with stakeholders, to clarify and disseminate decentralisation and local governance policy;
- ▶ Assist in reviewing the legislative framework, and identify the laws that need amendments to bring them into line with the Constitution and the decentralisation Act 2010;
- ▶ promote national policy dialogues on decentralisation and local governance, including functional assignments, fiscal decentralisation and transfer of resources;
- ▶ assist government to develop plans to implement its policy and legislation;
- ▶ help develop appropriate capacities at central and local government levels, and in LGA itself;
- ▶ review and expand its mandate to enable it to better address decentralisation and local governance issues; and
- ▶ continue to oversee, monitor and evaluate the operations of councils against their roles under the decentralisation Act.

THE STRATEGIC FOUNDATIONS

3.3

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 political 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 AND OUTCOMES

04

4.1 THE POLICY ENVIRONMENT

DECENTRALISATION

4.1.1

The decentralisation policy is enshrined in the Constitution, and was given legal effect by the Decentralisation Act 2010, which established atoll and island councils and WDCs, and gave them functions and responsibilities. It also established the LGA to oversee and monitor the work of the councils, and to ensure that they are functioning in accordance with the Constitution, the Decentralization Act, and other Laws.

Aside from the legislation, there is no published decentralisation policy with clear, comprehensive implementation plan or programme. To date, policy has followed legislation rather than the other way around. Even though there has been progress in implementing the Act over the past five years, there are many challenges for implementing all its provisions by key government agencies and sector ministries, leaving the councils with service functions, but providing limited capacity or resources to carry them out.

Policy is still evolving in an ad hoc fashion. There has not been a national policy debate on decentralisation among the main stakeholders. There is widespread confusion at both national and local levels on all policy aspects, from the typology of the envisaged decentralisation to its key components, such as functional assignments and fiscal decentralisation.

The Government is currently considering a number of amendments to the Act. These are designed to address specific urgent reform issues relating to the local governance system, and will not reverse or fundamentally change the legislative basis for the decentralisation policy.

While the LGA has a role in ensuring that councils are operating in accordance with the Constitution and the Decentralisation Act, it has had little success in fulfilling this role, and has had virtually no impact on policy or implementation.

THE POLICY ENVIRONMENT

STRATEGIC AIM 1

4.2.1

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

OUTCOMES

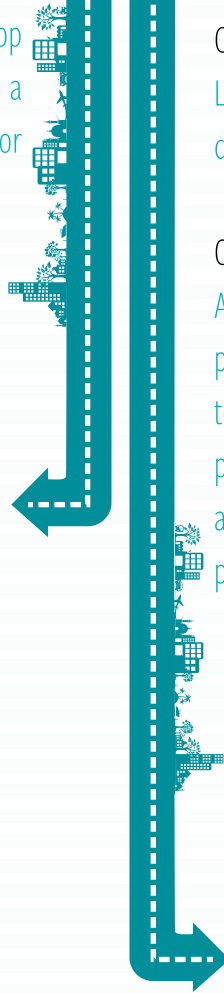
4.2.2

Outcome 1A:

LGA is recognized nationally as a key actor in the decentralisation process.

Outcome 1B:

A series of decentralisation and local governance policy dialogues, involving key stakeholders leads to the development of a comprehensive policy paper; a long term e.g. (10 years) national plan, and a short term (e.g. 3 years) implementation programme.



4.2 THE LEGAL FRAMEWORK



4.2.1 THE EXISTING FRAMEWORK

The Constitution of Maldives was revised to establish a decentralised system of democratic local governance. In 2008, the amended Constitution, including a chapter entitled “Decentralised Administration”, was ratified, stipulating that the administrative divisions of the Maldives have to be managed under a decentralised system.

The Decentralisation Act 2010 then established the local governance system, including the councils and their functions, financing and administration, and their oversight body, the LGA. The new councils were elected in 2011 under the Local Council Election Act 2010.

The Government is currently considering amendments that may result in changes to the local governance system, and to the LGA, but they are not likely to reverse any of the major decentralisation directions.

STRATEGIC AIM 2

4.2.3

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.

4.2.2 LEGAL HARMONISATION

Maldives, like most countries that pass decentralisation laws, will need to ensure that its other existing laws, e.g. sector laws, are in line with Decentralisation Act 2010. This will involve identifying and scrutinising these laws, and amending them where necessary to agree with the Act. Preliminary work on this process has already been carried out with the assistance of the Commonwealth Local Government Forum. This has identified a number of relevant Acts and the steps necessary to bring them into line. Further work will be required to engage with the appropriate ministries and agree the way forward.

OUTCOMES

4.2.4

Outcome 2A:

The Decentralisation Act 2010, including any amendments currently under consideration, is reviewed to determine internal inconsistencies; and further amended if necessary.

Outcome 2B:

Finance, Human Resources and sector legislation is amended to bring it into line with the Decentralisation Act.

4.3 LOCAL GOVERNANCE



4.3.1

THE CURRENT SYSTEM

The situation analysis highlighted a number of problems with the current local governance system. At a fundamental level the system is seen as unsuitable for Maldives because of its geographic and demographic features; too costly to be sustainable; and inequitable in representational terms. At an operational level there is the perception of corruption and mismanagement

- ▶ Islands with small populations (some even <400) having 5 full-time, paid councilors;
- ▶ An average of 80% of councils' expenditure going on salaries / administration, and government expenditure of over \$1 million per month on councilors salaries could be better spent on local services; and
- ▶ Costly elections every three years.

Those stakeholders who favour a centralised approach point to the small size of the Maldives, and the obvious economies of scale in planning and delivering services from Male.

STRATEGIC AIM 3

4.2.3

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

OUTCOMES

4.2.4

Outcome 3A:

The local governance system is reviewed and strengthened.

4.4 CAPACITY DEVELOPMENT



4.4.1 CAPACITY LEVELS

If the Decentralisation Act and policy is to be implemented, capacity must be developed at national level (policy, standards, oversight) and at local level (service delivery and resource management) levels.



STRATEGIC AIM 4

4.4.3

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

OUTCOMES

4.4.3

Outcome 4A:

A national capacity development plan is formulated and implemented

Outcome 4B:

An LGA capacity development plan is formulated and implemented

Outcome 4C:

A capacity development plan for councils and communities is formulated and implemented

4.5 THE LGA MANDATE

4.5.1 THE CURRENT MANDATE

The LGA is charged with oversight of the councils, M&E and capacity building. Both LGA and its stakeholders have pointed to shortcomings in the organization, e.g. HR issues; and in its performance, e.g. insufficient oversight of, and support for councils' financial management procedures.

LGA therefore is committed to improving its capacity to manage and administer in order to better meet the requirements of its existing mandate, and to deliver better services to clients.

4.5.2 THE DEVELOPING MANDATE

2016-2020

LGA's current mandate has been understood in a restrictive way. It has carried out its oversight, monitoring and training roles, but has not fully addressed a crucial role – ensuring that the councils are functioning in accordance with the Constitution, the Decentralization Act, and other Laws.

LGA does not enjoy a high public profile and has had little impact on the development or implementation of decentralisation or local governance policies. Over the next five years LGA will pursue new strategic directions, improve its public image, and take a more proactive role in advocacy and policy development. This new approach will need to be taken incrementally, and may

4.5.3 STRATEGIC AIM 5

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

4.5.4 OUTCOMES

Outcome 5A:

A strengthened organisation delivers improved services to clients.

Outcome 5B:

Outcome 5B: LGA is the national coordinator on decentralisation.

4.5.5

THE STRATEGIC ACTION PLAN
2016-2018 (SAP)

LGA seeks to achieve its Aims through the above Outcomes. The Outputs and Activities required to deliver these outcomes are elaborated in its SAP. In addition, a more detailed Annual Plan and Budget (APB) will be prepared and submitted to Ministry of Finance and Treasury each year.



LINKS AND PARTNERSHIP

05

The success of decentralization as stipulated by the Constitution very much depends on the performance of the roles and responsibilities of local councils. The decentralisation process itself is dependent on strong government leadership, and on a 'whole of government' approach.

The roles and power ambiguities between local councils and line ministries are leading to conflicts between the two tiers of the government. These conflicts are not only hindering local development, but are also affecting basic municipal service delivery at local level. Therefore, it is very important to develop partnerships and links with relevant government institutions, and clarify the roles and mandates of councils, so that they know exactly what is required from them, and so as to minimize duplication of work. A joined-up, central and local government approach is essential to establish such clarity going forward.

Local councils in Maldives need support if they are to deliver sustainable human development. It is

essential to promote links between local governments, civil society and the private sector; as well as to build partnerships with national, local and international institutions.

The local councils are required to develop five year development plans. It is essential that these plans are linked to national and sector level plans to achieve sector goals; and visa-versa. A variety of issues and national initiatives, for example, gender equity, climate change, disaster management, and population consolidation, which involves all levels of government, civil society and the private sector, needs to be addressed while developing the five year development plans. Effective partnership are the only way to provide the necessary coordinated and joined-up planning and governance that is in everybody's interests. A constant theme throughout this strategic plan will be the identification and development of such partnerships.

ASSUMPTION AND RISKS

06

It is assumed that the decentralisation approach as set out in the Constitution, and in the Decentralisation Act 2010, will remain as government policy. If the government changes policy direction, then this strategic plan must be revised to take account of the new policy environment.

RISK-REDUCING STRATEGIES

4.2.3

The following risks are identified, and set out in the table below, together with the degree of likely impact, and the strategies to reduce such impact.

RISKS	PROBABILITY	IMPACT	RISK REDUCING STRATEGY
Changes in decentralisation policy	Medium	High	It is unlikely that there will be a major change to the current policy, However If there is any legal or policy change, LGA will need to have advocacy skills for harmonising the changes to the system
The local governance system is changed	High	Medium	Given the widespread reservations on the suitability of the current system for Maldives, LGA will need to be prepared to join the policy debate on how it should be restructured; and to again use advocacy and strategic partnerships to influence policy changes.

MONITORING AND EVALUATION

07

The SP is a 'living document' and will be implemented through the LGA's 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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