

# STRATEGIC ACTION PLAN

## 2026-2030

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# FOREWORD

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I am pleased to present the fourth five-year Strategic Action Plan of the Election Commission of Maldives (ECM). The formulation of this Plan reflects the Commission's continued commitment to learning from and building upon the achievements of our previous three Strategic Action Plans.

The ECM has made significant progress in advancing the strategies and principles set out in earlier Plans. I extend my sincere appreciation to everyone whose dedication and contributions made these accomplishments possible.

This Strategic Action Plan focuses on fulfilling the Commission's legal mandates and ensuring that all stakeholders, including voters, candidates and observers, receive timely, accessible and high-quality support throughout the electoral process. It also outlines our commitment to expanding public awareness of electoral procedures, political party activities, and the Commission's own work, reinforcing transparency across all operations.

This Strategic Action Plan reinforces the Commission's unwavering dedication to cultivating an informed, engaged, and responsible citizenry while ensuring that elections remain transparent, secure, and trustworthy. Through a comprehensive national approach to civic education, ranging from tailored programs for diverse age groups to structured partnerships with schools, media, civil society organizations, and local councils we aim to deepen public understanding of democratic principles and strengthen active participation in the electoral process. At an institutional level,

the establishment of coordinated mechanisms, clear reporting structures, and regular stakeholder collaboration will ensure that all entities operate in alignment with constitutional values. In parallel, the Commission remains committed to learning from global best practices by conducting comparative analyses, study visits, and knowledge-sharing initiatives that will confirm continuous improvement. Recognizing the rising challenges of misinformation, disinformation, and election-related disturbances, outlines strong monitoring systems, legal frameworks, and rapid response mechanisms designed to safeguard public trust. Together, these efforts set the foundation for a more resilient democracy, one in which citizens are empowered, institutions are aligned, and the electoral environment is secure, transparent, and reflective of the highest democratic ideals.

A core priority of the Plan is the strengthening of institutional systems, the enhancement of staff competencies, and the continued cultivation of public trust. In addition, we aim to further develop the Maldives' electoral system so that it enthusiastically safeguards electoral participation and serves as a model of best practice for other nations.

I would like to acknowledge the valuable contributions of ECM staff, the Senior Management Team and the Commission Members in shaping this Strategic Action Plan. Their insights and engagement have been essential, and I look forward to their ongoing support as we work together to achieve the goals outlined herein.

It is our expectation that this Strategic Action Plan will elevate the Commission's capacity, reinforce its credibility, strengthen stakeholder confidence in our work, and position ECM as an international example of electoral excellence.

24 December 2025

**Mohamed Zahid**  
President, ECM

# THE STRATEGIC ACTION PLAN 2026-2030

The Election Commission of Maldives (ECM) is entrusted with the constitutional responsibility of ensuring that elections are conducted freely, fairly, and transparently. As the national authority overseeing the planning, administration, and regulation of electoral processes, the Commission remains committed to upholding the integrity of the political environment and implementing all laws and regulations with impartiality. This work is reinforced through continuous policy development, research, communication, and broad stakeholder engagement.

The Strategic Action Plan (SAP) 2026–2030 is the ECM’s fourth five-year plan and sets out the Commission’s strategic direction for the coming period. Building on the achievements of previous plans, this SAP responds to emerging challenges, advances in technology, and the evolving needs of voters, political parties, civil society, and other electoral stakeholders. It reflects the ECM’s long-term vision of strengthening its institutional resilience and enhancing its role as a trusted, credible, and professional electoral management body grounded in democratic values and global best practices.

The SAP is organized around *four strategic pillars*, each addressing a core dimension of the Commission’s mandate:

- **Promoting and Protecting the Democratic Environment**

This pillar focuses on fostering an informed, engaged, and responsible citizenry. It emphasizes nationwide civic education, strengthened institutional coordination, the adoption of international best practices, and strong mechanisms to counter misinformation and maintain public trust throughout the electoral process.

- **Strengthening Stakeholder Engagement**

Recognizing that effective elections depend on collaboration and open communication, this pillar aims to deepen engagement with political parties, media organizations, civil society, youth groups, and the broader

public. Through structured dialogue, improved outreach, and strengthened partnerships, the ECM seeks to promote inclusive participation and a healthier democratic culture.

- **Building a Stronger Institution Through Capacity Development, Legal Harmonization, and Sustainable Infrastructure**

This pillar outlines measures to enhance the ECM's internal systems and organizational performance. It covers institutional restructuring, staff development, legal and regulatory harmonization, improved campaign finance oversight, and the development of sustainable infrastructure, including long-term plans for an ECM office complex.

- **Driving Digital Transformation in Electoral Administration**

Acknowledging the importance of technology in modern election management, this pillar focuses on the digitalization of administrative processes and electoral services. It includes the creation of integrated digital platforms, upgraded management tools, enhanced data accessibility, and user-friendly online services that improve efficiency, accuracy, and public access to information.

Across these pillars, the SAP emphasizes four cross-cutting priorities: stakeholder engagement, institutional capacity building, civic and voter education, and digitalization. These priorities ensure that the Commission remains adaptable, responsive, and prepared to address evolving national and global trends.

The ECM recognizes that democratic systems require continuous effort. Strong institutions, informed citizens, and effective regulatory mechanisms are essential for maintaining electoral integrity and ensuring that the democratic process remains open, inclusive, and credible. The SAP 2026–2030 provides a comprehensive and forward-looking framework to guide the Commission's work, strengthen its operational capacity, and advance its long-term institutional development.

This Plan will inform annual work programs and support the Commission's daily operations while maintaining a clear focus on long-term goals. Through its implementation, the ECM aims to reinforce public confidence, enhance transparency, and contribute to a stronger and more resilient democratic system in the Maldives.

# ELECTIONS COMMISSION OF MALDIVES

The Elections Commission of Maldives (ECM) is an independent constitutional body established on 7 August 2008 under Article 167 of the Constitution of the Republic of Maldives (2008). The Commission is mandated to administer and safeguard the integrity of the electoral system, ensuring that all elections and public referendums are conducted in a manner that reflects the principles of transparency, fairness, inclusivity, and democratic participation. In accordance with Article 168 and the Elections Commission Act (8/2008), the Commission comprises five members appointed by the President and approved by the People's Majlis for five-year terms.

Under Article 170 of the Constitution, ECM is entrusted with the authority to conduct, manage, supervise, and facilitate all national and local elections and public referendums. This includes guaranteeing the proper exercise of the right to vote and ensuring that electoral processes are free from intimidation, corruption, undue influence, and other practices that may compromise electoral integrity. The Commission exercises both administrative and regulatory powers to uphold these constitutional responsibilities.

In fulfilling its constitutional and statutory mandate, ECM is responsible for the preparation, maintenance, and continuous updating of the national voters' register; the demarcation and review of constituency boundaries; the registration and oversight of political parties; and the development of policies and procedures governing the administration of elections and referendums. The Commission is also mandated to conduct civic and voter education activities to raise public awareness on the electoral process and its democratic purpose.

The Elections Commission Act further details ECM's operational responsibilities, including the formulation of electoral policies, the planning and management of electoral logistics, the accreditation of domestic and international observers, and the facilitation of voting for Maldivians residing abroad. The Commission is required to publish election reports for public review and to undertake any additional functions assigned under the Constitution and laws of the Maldives.

Through these constitutional and legislative mandates, ECM plays a central role in strengthening democratic governance. The Commission's work ensures that electoral processes remain transparent, well-administered, and trusted by the public, thereby contributing to the long-term stability and democratic development of the Maldives.

# STRATEGIC FOUNDATIONS



## VISION

A trusted institution that upholds the principles of democracy through electoral integrity, credibility and inclusivity.



## MISSION

Provide effective and efficient services through trusted and credible systems, processes, and oversight, and to ensure an engagement that supports and promotes democracy and inclusive participation.

## GUIDING PRINCIPLES

**Accountability** - take full responsibility for actions and be answerable to public

**Integrity** - demonstrate honesty and professionalism in all functions and processes

**Transparency** - ensure open communication with stakeholders and public and be accessible to all

**Impartiality** - be non-partisan and fair in decisions and functions

**Independence** - be a service-orientated, self-governing institution free from undue influence

**Credibility** - engender trust through consistency, competence and professionalism

**Inclusiveness** – empower people and facilitate wider participation of all stakeholders

**Innovative** – emphasize research, development and innovation and be established as a learning organization.

# REVIEW OF THE PREVIOUS STRATEGIC ACTION PLAN AND ISSUES TO TAKE FORWARD

The Strategic Action Plan 2021–2025 provided the Election Commission of Maldives (ECM) with a clear roadmap for strengthening institutional capacity, enhancing the professionalism of its workforce, advancing digital transformation, and deepening democratic participation. Across its four strategic pillars, significant achievements were realized, contributing meaningfully to the enhancement of electoral integrity, efficiency, and stakeholder engagement.

- **Strengthening Institutional Capacity and Governance**

The Commission made notable progress in formalizing internal systems and improving governance standards. A major achievement was the development and consolidation of Standard Operating Procedures (SOPs) across all divisions, now accessible to staff through the ECM intranet. Extensive legal reviews were conducted to identify inconsistencies across election-related laws, and preliminary steps were taken toward legislative harmonization. The groundwork laid in this period provides a strong foundation for more comprehensive legal streamlining in the years ahead.

- **Workforce Development and Professional Competence**

The Plan highlighted the importance of a skilled and professional workforce, and several achievements were realized toward this goal. Training modules for election officials were developed, and capacity-building initiatives were launched to enhance operational readiness during elections. These initiatives contributed to improved staff performance and reinforced organizational preparedness.

Although some planned HR reforms remain underway, the progress achieved has positioned the ECM to further strengthen workforce retention, performance management, and institutional memory in the next planning period.

- **Advancements in Digital Transformation and Electoral Systems**

One of the most successful areas of implementation was the modernization of ICT systems. Major milestones including the establishment and operationalization of key components of the Election Management System (EMS), successful rollout of online voter re-registration, candidate applications, and political party membership services and improvements to the ECM website and increased accessibility through the introduction of tactile ballots

These digital advancements significantly improved service delivery, reduced administrative burdens, and enhanced accessibility for voters and stakeholders.

- **Stakeholder Engagement, Civic Education, and Transparency**

The Plan's emphasis on strengthening stakeholder relationships yielded meaningful outcomes. Election Advisory Committees continued to serve as effective platforms for engagement during election periods, and the Commission improved its use of multi-channel communication, particularly through social media, to keep the public informed.

Civic and voter education initiatives expanded during this period, contributing to greater public understanding of electoral processes. Although outreach to specific groups such as persons with disabilities and marginalized communities requires further strengthening, the foundations established provide a solid base for targeted expansion in the future.

- **Political Party Engagement and Democratic Participation**

The Commission achieved important progress in modernizing political party administration through digital tools enabling online registration and member verification. Advocacy initiatives supporting youth and women's participation gained momentum.

- **Inclusion, Accessibility, and Civic Empowerment**

The Plan made meaningful strides in improving accessibility, including the introduction of tactile ballots and initial steps towards disability-friendly services. Civic education expanded, and gender and inclusion principles began to be integrated into program design. While full mainstreaming of gender and disability inclusion remains an area for continued development, the achievements earned help create institutional drive for more inclusive electoral practices.

- **Monitoring and Evaluation Foundations**

Although the full institutionalization of Monitoring & Evaluation (M&E) was not achieved, the Commission introduced standardized monitoring tools and conducted periodic reviews during the Plan period. These efforts laid the groundwork for the more structured and evidence-based monitoring mechanisms that will be strengthened under the new SAP.

# STRATEGIC PILLARS, GOALS & OBJECTIVES

## Pillar 1: Promoting & Protecting Democratic Environment

### Goal 1.1: Promote ethical democratic values and responsible citizen participation

Objective 1.1.1	Enhance citizens' understanding of democratic principles, electoral processes, and civic responsibilities through continuous civic education and outreach
Objective 1.1.2	Establish a mechanism to ensure all institutions operate in accordance with the constitution and pursue aligned objective
Objective 1.1.3	Acquire knowledge of electoral systems and best practices from established and progressive democracies
Objective 1.1.4	Strengthen collaboration with schools, media, CSOs, and local councils to promote political awareness, voter participation, and active civic engagement

### Goal 1.2: Ensure safe, transparent, and trustworthy elections through enhanced mechanisms for managing misinformation and election-related violence.

Objective 1.2.1	Determine mechanisms to prevent, detect, and respond to misinformation, disinformation, and violence during campaign periods
Objective 1.2.2	Deploy effective monitoring mechanisms and strengthen transparency to build and maintain public trust

## Pillar 2: Strengthening Stakeholder Engagement

**Goal 2.1: Enhance political engagement and democratic values via permanent multi-party dialogue and party recognition schemes**

Objective 2.1.1	Establish a permanent multi-party dialogue platform to foster continuous collaboration and transparency
Objective 2.1.2	Introduce recognition schemes for political parties and organizations that actively promote democratic values

**Goal 2.2: Promote inclusive participation and improve media cooperation to support accurate and credible electoral processes.**

Objective 2.2.1	Enhance voter engagement via targeted youth programs, continuous awareness, and accessible election information
Objective 2.2.2	Enhance engagement with media organizations to promote accurate election reporting and counter misinformation

## Pillar 3: Building a Stronger Institution Through Capacity Development, Legal Harmonization, and Sustainable Electoral Infrastructure

**Goal 3.1: Strengthen the ECM's human capital by improving training, career progression, and retention mechanisms**

Objective 3.1.1	Restructure the organization to improve clarity of functions and enhance coordination across sections
Objective 3.1.2	Build a capable and motivated workforce by identifying skills gaps and delivering strategic learning opportunities locally and internationally
Objective 3.1.3	Strengthen ECM capacity by increasing staffing through phased recruitment and capacity-building initiatives.

**Goal 3.2: Harmonize all election and political party legislation and establish an effective system for implementing**

Objective 3.2.1	Facilitate the establishment of legislation on regulating campaign financing to prevent negative role of unaccounted money in elections
Objective 3.2.2	Harmonize and align all applicable election-related laws and regulations

**Goal 3.3: Provide ECM with a permanent office complex that is accessible, secure, and operationally efficient**

Objective 3.3.1	Secure the required land, budget allocation, and financial resources; finalize and approve the architectural design and project plan
Objective 3.3.2	Obtain all required government authorizations and external funding commitments to commence the construction phase following the planning period.

**Pillar 4: Driving Digital Transformation in Electoral Administration**

**Goal 4.1: Implement internal automated systems for administrative and electoral processes to increase opera-**

Objective 4.1.1	Establish a centralized digital platform for document management, HR processes, monitoring mechanism, and administrative functions
Objective 4.1.2	Modernize election management related applications

**Goal 4.2: Enhance easier access to election related services and data through effective communication mecha-**

Objective 4.2.1	Implement a mobile-friendly platform to deliver ECM services efficiently
Objective 4.2.2	Create a digital learning platform to train election officials effectively

# OPERATIONAL PLAN 2026-2030

**Key Focus Areas: Democratic environment | Stakeholder Engagement Institutional | Capacity Building & Infrastructure Development | Civic & Voter Education | Digitalization**

GOAL	OBJECTIVE	ACTIVITIES	TIMELINE	RESPONSIBLE SECTION(S)	OUTCOME / UNIT OF MEASURE
<b>Pillar 1: Promoting &amp; Protecting Democratic Environment</b>					
<b>Goal 1.1: Promote ethical democratic values and responsible citizen participation</b>	Obj. 1.1.1 Enhance citizens' understanding of democratic principles, electoral processes, and Civic responsibilities through continuous Civic education and outreach	1.1.1.1 Develop nationwide, inclusive Civic education programs tailored for diverse age groups.	2026 -2027	Civic Education	Civic education curriculum in place
		1.1.1.2 Conduct pilot Civic education programs across selected atolls/islands.	2027 - 2028	Civic Education	Selected Atoll / Island participants certified
		1.1.1.3 Establish and maintain a certified pool of Civic education trainers and facilitators, in line with ECM capacity-building standards.	2027 - 2028	Civic Education	Number of certified trainers
		1.1.1.4 Deliver annual Civic education programs and implement systematic monitoring and evaluation frameworks.	2026 - 2029	Civic Education	Number of civic education programs conducted

Obj. 1.1.2 Establish a mechanism to ensure all institutions operate in accordance with the Constitution and pursue aligned objectives, consistent with ECM's mandate and relevant laws.	1.1.2.1 Establish a coordinating committee to oversee alignment of institutional mandates and objectives.	2026 - 2030	Legal, Civic Education	Coordinating committee established
	1.1.2.2 Define clear roles, responsibilities, and reporting lines to ensure effective inter-institutional coordination.	2026 - 2030	Legal	Documents shared with the relevant organizations
	1.1.2.3 Conduct periodic coordination meetings with stakeholders to review institutional alignment and progress.	2026 - 2030	Legal	Number of regular meetings held per year
Obj. 1.1.3: Acquire knowledge of electoral systems and best practices from established and progressive democracies	1.1.3.1 Analyze and Identify comparative electoral systems, governance structures and applicable best practices.	2026 - 2027	Legal, Planning	Reports on findings and recommendations for adaptation
	1.1.3.2 Organize study visits and exchange programs with international electoral institutions and EMBs.	2026 -2030	Bureau, Civic Education	Number of study visits / participants to international electoral management bodies
	1.1.3.3 Disseminate lessons learned among ECM staff, stakeholders, and institutional partners.	2026 -2030	Bureau, Civic Education	Study tour visits debriefing sessions / conducted
	1.1.3.4 Prepare consolidated reports summarizing comparative findings and proposing adaptations suitable for ECM.	2027 -2030	Planning, Legal	Final report submitted to commission with recommendations

<p><b>Goal 1.2: Ensure safe, transparent, and trustworthy elections through enhanced mechanisms for managing misinformation and election-related violence.</b></p>	<p>Obj. 1.1.4: Strengthen collaboration with schools, media, CSOs, and local councils to promote political awareness, voter participation, and active civic engagement</p>	<p>1.1.4.1 Conduct awareness campaigns with schools, colleges, and councils to support Civic-education integration.</p>	<p>2026–2030</p>	<p>Civic Education, PR</p>	<p>Number of civic awareness sessions conducted with schools colleges &amp; councils</p>
		<p>1.1.4.2 Partner with media outlets to implement ongoing Civic-awareness campaigns.</p>	<p>2026 - 2030</p>	<p>Civic Education, PR</p>	<p>Number of meetings held</p>
		<p>1.1.4.3 Facilitate joint workshops with CSOs to strengthen democratic participation and Civic engagement.</p>	<p>2026 - 2030</p>	<p>Civic Education</p>	<p>Number of joint workshops conducted with CSOs</p>
	<p>Obj. 1.2.1: Determine mechanisms to prevent, detect, and respond to misinformation, disinformation, and violence during campaign periods</p>	<p>1.2.1.1 Develop comprehensive Legal and Policy Frameworks governing campaign monitoring, consistent with electoral laws and regulations.</p>	<p>2026–2030</p>	<p>PR, ISS, Legal</p>	<p>Legal and policy frameworks established for election campaign monitoring.</p>
		<p>1.2.1.2 Identify and establish campaign-monitoring teams, tools, and resources necessary for implementation.</p>	<p>2027–2028</p>	<p>PR</p>	<p>Staff, resources &amp; tools identified and established</p>
		<p>Obj. 1.2.2: Deploy effective monitoring mechanisms and strengthen transparency to build and maintain public trust.</p>	<p>1.2.2.1 Establish a Monitoring &amp; Response Unit dedicated to campaign oversight and compliance.</p>	<p>2026–2028</p>	<p>PR</p>
<p>1.2.2.2 Establish internal escalation procedures to address misinformation and promptly disseminate verified information to the public.</p>	<p>2026–2028</p>		<p>PR</p>	<p>Mechanism to address misinformation/ disinformation established.</p>	

		1.2.2.3 Conduct awareness sessions with political parties, media, CSOs, and stakeholders on campaign-monitoring procedures and Legal compliance.	2027 - 2030	Legal, PR, Civic Education	Number of awareness sessions conducted
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## Pillar 2: Strengthening Stakeholder Engagement

<b>Goal 2.1: Enhance political engagement and democratic values via permanent multi-party dialogue and party recognition schemes</b>	Obj. 2.1.1: Establish a permanent multi-party dialogue platform to foster continuous collaboration and transparency.	2.1.1.1 Develop and implement a formal stakeholder-engagement policy outlining coordination, collaboration, information-sharing, and conflict-resolution mechanisms, aligned with the Commission’s mandate.	2026–2028	Legal	Stakeholder engagement policy in place and endorsed by commission
		2.1.1.2 Facilitate periodic and structured dialogue meetings with political party representatives in accordance with the approved policy.	2027-2030	Legal	Regular meetings held according to the policy
		2.1.1.3 Document dialogue outcomes and share them with relevant stakeholders to strengthen transparency and accountability.	2027-2030	Legal	Outcomes shared to stakeholders
		2.1.2.1 Develop formal award criteria recognizing political parties and organizations that demonstrate commitment to democratic values and responsible political conduct.	2027-2030	Legal, PR	Award criteria formulated endorsed form commission

	Obj. 2.1.2: Introduce recognition schemes for political parties and organizations that actively promote democratic values	2.1.2.2 Host annual recognition or appreciation ceremonies, endorsed by the Commission, to acknowledge contributions to democratic strengthening.	2027-2030	Legal, PR, Bureau	Annual recognition ceremony held
		2.1.2.3 Publicize the recognized achievements through ECM's communication channels, including media partnerships, website updates, and social-media outreach.	2027-2030	Legal, PR	Achievements published on commission website and social media
<b>Goal 2.2: Promote inclusive participation and improve media cooperation to support accurate and credible electoral processes.</b>	Obj. 2.2.1: Enhance voter engagement via targeted youth programs, continuous awareness, and accessible election information	2.2.1.1 Design youth-focused Civic and voter-education programs, including school outreach, workshops, and mock-election activities.	2027-2030	Civic Education	Number of voter education / civic programs conducted along with mock elections
		2.2.1.2 Implement continuous voter-education and awareness campaigns at national, atoll, and island levels.	2027-2030	Civic Education	Number of voter education programs conducted
		2.2.1.3 Provide election information in accessible formats—including simplified text, audio, visual content, and website features such as text-to-speech—ensuring inclusivity for persons with disabilities.	2027-2030	Civic Education	ECM Website developed with text to speech reader functionality

Obj. 2.2.2: Enhance engagement with media organizations to promote accurate election reporting and counter misinformation.	2.2.2.1 Strengthen strategic partnerships with media organizations to deliver electoral awareness campaigns through broadcast, print, and online platforms.	2026 - 2028	PR, Civic Education	Number of awareness campaigns run through media outlets
	2.2.2.2 Develop communication and rapid-response protocols in collaboration with media outlets, to address election-related misinformation and ensure timely publication of verified information.	2026 - 2028	PR	Rapid response protocol endorsed by the commission and media outlets

**Pillar 3: Building a Stronger Institution Through Capacity Development, Legal Harmonization, and Sustainable Electoral Infrastructure**

<b>Goal 3.1: Strengthen the ECM's human capital by improving training, career progression, and retention mechanisms</b>	Obj. 3.1.1: Restructure the organization to improve clarity of functions and enhance coordination across sections.	3.1.1.1 Conduct a comprehensive organizational review and needs assessment to strengthen functional clarity and operational efficiency.	2026-2027	HR	Organizational assessment report
		3.1.1.2 Develop a revised organizational structure with clearly defined mandates, roles, and responsibilities for all sections, aligned with the Commission's strategic direction.	2026-2027	HR, Planning	Redefined organizational structure & mandate approved by commission

<p><b>Goal 3.1:</b> Strengthen the ECM's human capital by improving training, career progression, and retention mechanisms</p>		3.1.1.3 Revise and update all internal Standard Operating Procedures (SOPs) to reflect the new structure, and clearly outline workflows, responsibilities, and reporting lines.	2026–2027	HR, All sections	Compiled and versioned SOP with detailed activities and responsibilities.
	<p>Obj. 3.1.2: Build a capable and motivated workforce by identifying skills gaps and delivering strategic learning opportunities locally and internationally.</p>	3.1.2.1 Conduct comprehensive skills-gap analysis across all ECM departments to evaluate competencies, resource needs, and future workforce requirements.	2026–2030	Civic Education, HR,	Skills gap analysis report
		3.1.2.2 Develop and coordinate international training programs, staff exchanges, and institutional study tours to enhance the skills and global exposure of ECM staff	2026 - 2030	Bureau, Civic Education	Number of international training programs attended by ECM staffs annually.
		3.1.2.3 Offer structured and continuous training to staff based on the skills-gap analysis, including specialized and technical capacity-building initiatives.	2026 - 2030	Civic Education	Staff trained in core skills and specialized pathways
		3.1.3.1 Develop a Commission-approved phased recruitment plan aligned with national budget cycles and ECM's long-term staffing requirements.	2026–2030	HR, Finance	Commission approved phased recruitment plan aligned with budget cycles.

<b>Goal 3.2: Harmonize all election and political party legislation and establish an effective system for implementing and monitoring campaign financing</b>	<b>Obj. 3.1.3: Strengthen ECM capacity by increasing staffing through phased recruitment and capacity-building initiatives.</b>	3.1.3.2 Launch structured internship and graduate-trainee programs to attract emerging professionals and support succession planning.	2026 -2027	HR	Internship and graduate trainee program
		3.1.3.3 Introduce retention incentives such performance-linked incentives, recognition mechanisms, and non-financial rewards motivation systems to enhance staff retention.	2026 - 2028	HR	Percentage of eligible staff receiving incentives
	<b>Obj. 3.2.1: Facilitate the establishment of legislation on regulating campaign financing to prevent negative role of unaccounted money in elections</b>	3.2.1.1 Draft legislation regulating and monitoring campaign financing and submitting it to the Attorney General’s Office for review and approval.	2026–2028	Legal	Drafted law on campaign financing submitted to AG office
		3.2.1.2 Develop a monitoring and reporting system to track violations of campaign-finance regulations in accordance with the new Legal requirements.	2026–2028	Legal	An agreed monitoring mechanism established based on the Legal requirements
		3.2.2.1 Review all election-related laws to identify overlaps, conflicts and gaps, and prepare proposed amendments for Commission approval.	2026–2027	Legal	Draft of proposed changes to align law, approved by the commission

Obj. 3.2.2: Harmonize and align all applicable election-related laws and regulations	3.2.2.2 Consolidate overlapping electoral laws into a harmonized Legal framework to streamline implementation and strengthen Legal clarity.	2027–2029	Legal	Harmonized law framework approved by the commission
	3.2.2.3 Coordinate with relevant government authorities, including the Attorney General’s Office and Parliament, to implement identified legislative revisions.	2027 - 2030	Legal	Submit harmonized laws to relevant authorities
	3.2.3.4 Review and update all existing electoral regulations to ensure consistency with the harmonized Legal framework.	2027–2030	Legal	Regulations approved by the commission
Obj. 3.2.4: Ensure general election related documents are available in both English and Dhivehi and are easily accessible.	3.2.4.1 Identify and list all essential election-related documents requiring translation into Dhivehi and English.	2026–2030	Legal, PR	Documents translated and published
	3.2.4.2 Translate key documents into both languages and ensure they meet quality-assurance standards.	2026–2030	Relevant sections	Key documents translated and approved
	3.2.4.3 Upload all translated documents to the ECM website and ensure they are accessible to all stakeholders, including persons with disabilities.	2026–2030	PR	Documents uploaded to commission website

Goal 3.3: Provide ECM with a permanent office complex that is accessible, secure, and operationally efficient.	Obj. 3.3.1: Secure the required land, budget allocation, and financial resources; finalize and approve the architectural design and project plan	3.3.1.1. Engage with government authorities to finalize land allocation and secure the required budget for project initiation.	2026–2027	Finance, Admin	Land secured Budget approved (secured)
		3.3.1.2. finalize the architectural design in consultation with relevant government authorities and technical experts.	2026–2027	Finance, Admin	Budget proposals sent to parliament for approval
	Obj. 3.3.2: Obtain all required government authorizations and external funding commitments to commence the construction phase following the planning period.	3.3.2.1 Negotiate funding agreements with international development partners and obtain required government authorizations to begin construction activities.	2028–2030	Finance, Admin, Procurement	Fundings secured for the construction Government authorizations obtained
		3.3.2.2 Launch the formal tendering process, evaluate bids, and finalize contracts with the selected construction contractor.	2028–2030	Procurement	Contract signed between contractor and ECM

## Pillar 4: Driving Digital Transformation in Electoral Administration

Obj. 4.1.1: Establish a centralized digital platform for document management, HR processes, monitoring mechanism, and administrative functions.	4.1.1.1 Develop an ICT requirement plan to guide the design and implementation of an integrated digital platform.	2026–2028	ISS, Sys Admin, Admin, Procurement, Finance, Relevant Sections	Endorsed development plan
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		4.1.1.2 Develop and deploy a centralized digital platform for document management, HR processes, and internal monitoring, ensuring secure and standardized workflows across all sections.	2026-2030	ISS, Bureau, planning, HR	Digital platform for document management, HR management,  internal digitalize document management and monitoring process implemented
<p><b>Goal 4.1: Implement internal automated systems for administrative and electoral processes to increase operational efficiency.</b></p>	<p>Obj. 4.1.2: Modernize election management applications.</p>	4.1.2.1 Conduct a comprehensive review of existing election-management applications to identify gaps, outdated components, and opportunities for modernization.	2026-2029	ISS, Registrations, EMS, Admin	Endorsed election automation plan  redesigned and upgraded existing election management applications
		4.1.2.2 Redesign and deploy upgraded election-management applications, including automated delimitation, polling-station survey tools, and an election-logistics management system.	2026-2029	ISS, Sys Admin	Delimitation process, polling station survey & election logistics management system in place
		4.1.2.3 Develop an online complaints-management system that allows receiving, tracking, and monitoring case progress transparently and efficiently.	2026-2027	ISS, Sys Admin	Complaints mechanism, software in place

**Goal 4.2: Enhance easier access to election related services and data through effective communication mechanisms**

<p>Obj. 4.2.1: Implement a mobile-friendly platform to deliver ECM services efficiently.</p>	<p>4.2.1.1 Conduct a user-needs assessment to identify and prioritize ECM services suitable for mobile delivery.</p>	<p>2026-2027</p>	<p>ISS, Registrations, EMS, PR</p>	<p>Assessment presented to commission</p>
<p>Obj. 4.2.2: Create a digital learning platform to train election officials effectively</p>	<p>4.2.1.2 Develop and introduce a mobile-friendly ECM application providing essential election-related services, information, and tools for public accessibility.</p>	<p>2026 - 2028</p>	<p>ISS, Registrations, EMS, PR</p>	<p>ECM Mobile application with required features</p>
	<p>4.2.2.1 Formulate a development plan for a user-centered digital e-learning platform for training election officials, incorporating course modules, guides, and tutorials.</p>	<p>2026-2028</p>	<p>Civic Education, ISS, PR</p>	<p>Development plan for a digital e-learning platform  Course modules, learning materials, guides, tutorials incorporated to portal</p>
	<p>4.2.2.2 Develop and deploy a user-friendly e-learning platform with structured training modules and interactive learning materials tailored to election officials.</p>	<p>2026 - 2028</p>	<p>Civic Education, ISS</p>	<p>User-friendly, e-learning platform deployed</p>

# USING THE STRATEGIC ACTION PLAN

The Strategic Action Plan serves as the Elections Commission of Maldives' (ECM) primary instrument for guiding institutional direction, strengthening electoral governance, and ensuring the effective delivery of its constitutional mandate. Anchored in the Constitution, the Elections Commission Act, and related electoral laws, the Plan translates ECM's long-term vision into actionable priorities. It outlines the outcomes the Commission seeks to achieve over the next five years, considering the evolving political, technological, and social context in which ECM operates.

As a strategic governance and decision-making framework, the Plan provides Commission Members and Senior Management Team with a unified reference point for prioritizing initiatives, allocating resources, and developing internal policies and systems. By fostering strategic thinking across the organization, ECM can proactively respond to emerging challenges, adopt innovative practices, and ensure that all decisions remain aligned with the institution's mandate

and democratic values. This approach contributes to greater organizational coherence, transparency, and accountability.

The Strategic Action Plan also serves as a core planning and operational management tool. It guides annual planning, budgeting, and program development across departments and units, ensuring effective coordination and systematic implementation. Operational plans derived from the Strategic Action Plan will continue to be refined and updated throughout the planning period to ensure that activities remain relevant and responsive to changing circumstances. This dynamic planning process strengthens internal coordination, optimizes the use of resources, and enhances readiness for upcoming elections and referendums.

In addition, the Plan functions as a performance measurement and accountability instrument. It establishes clear expectations and measurable

outcomes that inform monitoring and evaluation efforts across the Commission. By regularly assessing progress against strategic objectives, ECM can identify areas requiring improvement, strengthen evidence-based decision-making, and demonstrate accountability to voters, political parties, civil society, and the People's Majlis. Annual reports, internal reviews, and stakeholder consultations will remain important mechanisms for documenting progress.

The Strategic Action Plan further plays a critical role as a communication and engagement resource. By making the Plan publicly accessible through the ECM website and official publications, the Commission enhances transparency and fosters public trust. Stakeholders, including political parties, civil society organizations, the media, and development partners can clearly understand ECM's priorities and strategic direction. This supports informed participation, constructive dialogue, and strengthened collaboration in promoting democratic processes across the Maldives.

Finally, the Strategic Action Plan provides a foundation for long-term institutional sustainability. Beyond guiding current activities, it reinforces organizational resilience by supporting continuity across electoral cycles, promoting professional development, strengthening technological infrastructure, and enhancing internal systems. Through Strategic Action Planning, ECM ensures that institutional knowledge, operational readiness, and democratic principles are preserved and strengthened despite changes in leadership or external challenges.

In essence, the Strategic Action Plan is more than a guided document; it is an integrated framework that informs ECM's mandate-driven operations, supports sound governance, and enhances public confidence in the electoral process. By embedding strategic thinking into everyday work, the Commission ensures the delivery of elections that are transparent, inclusive, and reflective of international best practices, thereby contributing to the continued consolidation of democracy in the Maldives.

# MONITORING AND EVALUATION OF THE PLAN

The Elections Commission of Maldives (ECM) will continue to oversee the implementation of the Strategic Action Plan through a structured Monitoring and Evaluation (M&E) mechanism. To ensure systematic tracking of progress throughout the five-year period, the Commission has established the Strategic Action Plan Committee (SAPC), which is responsible for coordinating, monitoring, and reporting on all Strategic Action Plan activities and performance indicators.

The SAPC comprises members of senior management and senior staff from the Planning, Policy, and Research Section, ensuring representation from key functional areas with oversight responsibilities. The Committee will meet biannually to review implementation progress, assess challenges, and provide direction for the continued advancement of the Plan. Following each review cycle, SAPC will prepare a progress update for submission to the Commission.

Each department and section head will be responsible for preparing quarterly progress reports detailing

completed activities, challenges encountered, and progress made toward their respective targets within the Strategic Action Plan. The Planning Section will consolidate these departmental reports into an overarching quarterly progress report for SAPC review, as well as prepare the annual Strategic Action Plan progress report to be incorporated into ECM's Annual Report.

As part of ECM's accountability to the People's Majlis, the Commission will present an annual update on Strategic Action Plan implementation to the Committee on Independent Institutions. This update will outline achievements, ongoing work, and any constraints impacting implementation, thereby ensuring transparency and reinforcing ECM's commitment to delivering on its strategic objectives.

Through this monitoring and evaluation structure, ECM aims to maintain consistent oversight, strengthen accountability, and ensure that the Strategic Action Plan remains responsive to evolving needs and aligned with the Commission's mandate to uphold electoral integrity.

# LIST OF ABBREVIATIONS

<b>ECM</b>	Elections Commission of Maldives	<b>AITD</b>	Administration and Information Technology Division
<b>LPPRS</b>	Legal & Political Party Regulations Section	<b>ISS</b>	Information System Section
<b>CB</b>	Commissioner bureau	<b>SAS</b>	System Administrations Section
<b>IA</b>	Internal Audit	<b>ASS</b>	Administration and Support Service Section
<b>EMD</b>	Electoral Management Division	<b>HRFD</b>	Human Resource and Finance Division
<b>EMS</b>	Electoral Management Section	<b>FS</b>	Finance Section
<b>CETS</b>	Civic Education and Training Section	<b>HRMS</b>	Human Resource Management Section
<b>PRD</b>	Planning and Registrations Division	<b>SAPC</b>	Strategic Action Plan Committee
<b>PPRS</b>	Planning Policy and Research Section	<b>CSO</b>	Civil Society Organizations
<b>RS</b>	Registrations Section	<b>LGA</b>	Local Government Authority
<b>PS</b>	Procurement Section	<b>SOP</b>	Standard Operation Procedure

