



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Excellencies;

Distinguished delegates;

Ladies and gentlemen;

It is my privilege to be at this prestigious forum with leaders from across the Global South to reflect on how we shape the future of our governments. Forums such as this are essential, because for countries in the Global South, much of our influence and ability to drive change comes from the strength of our institutions, the quality of our governance, and our ability to deliver for our people.

In the Maldives, the civil service is the backbone of the state. With over 30,000 public servants, it represents roughly one in every eight working-age Maldivians. This means that the effectiveness, integrity, and professionalism of the civil service directly shape development outcomes, public trust and our ability to contribute meaningfully at regional and global levels. In practical terms, governance in the Maldives is shaped every day by the competence, commitment, and values of our public servants.

- I. As President of the Civil Service Commission of the Maldives, I welcome this opportunity to share our pathway and our efforts to strengthen public administration and governance through civil service reform and development of our human capital.
- II. The Maldives is defined by its geography. Nearly 200 inhabited islands are spread across a wide ocean territory. While this geography is a defining strength, it also presents real challenges for governance and public service delivery.
- III. Because of this dispersion, decentralization in the Maldives is not a policy preference; it is a practical necessity. The decentralization framework was formally established in 2010,



creating elected island, city, and atoll councils to bring decision-making and public services closer to island communities.

- IV. While this framework provides a strong legal foundation, our experience on the ground shows that decentralized governance places intense demands on administrative capacity, coordination, and clarity of roles at the local level.
- V. These realities underscore the importance of strong governance frameworks. Our role is to ensure that the civil service remains professional, impartial, and capable across the entire country. This includes strengthening merit-based recruitment, standardizing human resource practices, and supporting capacity development at both central and local levels. Good governance, for us, means that geography must never determine the quality of public administration or access to public services.
- VI. Alongside our efforts to strengthen governance at the national and local levels, we are equally focused on how our institutions engage globally. In today's world, influence is shaped not only by size, but by how clearly, quickly, and credibly a government can act.
- VII. This thinking is reflected in Maldives 2.0, a national digital transformation agenda introduced in early 2025. It brought previously fragmented digital efforts under a single national direction, setting a shared standards for how government operates in the digital age.
- VIII. From the perspective of the Civil Service Commission, Maldives 2.0 places people at the center of this transformation. We are strengthening skills, modernizing workforce systems, and reinforcing professional standards so public servants are confident in serving citizens at home and in engaging effectively at the international level.



- IX. For small states in the Global South, initiatives like Maldives 2.0 are timely and essential. They help overcome limits of scale and operate confidently in line with global standards.
- X. While each country contributes to sustainable development in different ways, for the Maldives, our contribution begins at home. It starts with building a professional and capable public administration. When institutions are strong and public servants are skilled, national priorities and global commitments can be implemented effectively.
- XI. At the same time, like many countries in the Global South, we operate within real constraints. We have a small labor market, ongoing challenges in retaining skilled professionals, and increasing demands on public administration. We are often required to deliver more, faster, and with limited resources. These realities require institutional efficiency, continuous learning, and adaptability. For us, reform is not a one-time effort, but a continuous process of learning, adjustment, and improvement.
- XII. To conclude, for countries of the Global South, our futures will not be defined by size or circumstance, but by the strength of our institutions and the people who give them life. In the Maldives, we believe that investing in people is the foundation of effective governance. When public servants are skilled, motivated, and supported, development goals become achievable and global engagement becomes credible.

The experience of the Maldives reflects this belief: that strong institutions enable resilience at home and credibility abroad. As we continue to learn from one another on platforms such as this, I am confident that through cooperation, innovation, and shared commitment, we can shape governments that are fit for the future and responsive to the people we serve. Thank you very much.

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