



ANTI-CORRUPTION COMMISSION



STRATEGIC PLAN

2026-2030



Strategic Plan 2026-2030

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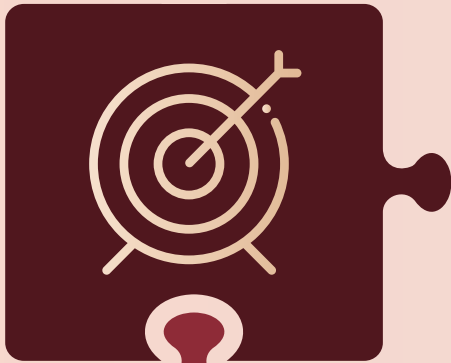
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Vision

An integrous society free from corruption



Mission

1. To take impartial legal action against all perpetrators of corruption
2. To ensure an administrative system that is free from corruption risks
3. To protect rights of citizens infringed due to corruption

Core Values



Integrity



Fairness



Accountability

Transparency



Foreword by President of the Commission

Corruption does not merely cause a nation's governance system to fail; it is an obstacle to the future opportunities of ourselves, our children, and our grandchildren. It erodes the trust that must exist among us and leads to the misappropriation of resources intended for building our future. The fight against corruption is not just a legal obligation; it is a hopeful endeavor toward a more perfect Maldives.

Our nation's journey against corruption is long and historic. This work was institutionalized with the establishment of the Anti-Corruption Board in 1991, the first courageous step taken by this country to eliminate corruption and uphold integrity. This journey was further strengthened when the Anti-Corruption Commission was established as a pillar of the Maldivian criminal justice system under the 2008 Constitution.

As the Constitution approaches its 20th anniversary in 2028, we stand today at a historic turning point. This Strategic Plan 2026–2030 is not merely a plan or a roadmap for this institution; it is our pledge to work diligently to fully realize the objectives of the foundation laid nearly two decades ago. This is an endeavor that requires the cooperation of all stakeholders, and we invite you to join us on this journey.



We welcome constructive criticism directed at this institution, and we seek your active partnership. Remain vigilant in observing our work. Report corruption not merely because it is personal or convenient, but because it is the right thing to do.

We must remember that those who lead institutions are temporary, while institutions themselves are enduring. People will change; however, institutions must continue to grow and progress. Space for progress must be expanded in every sense. As institutions are expected to uphold the highest standards of ethics, conduct, professionalism, and effective management, opportunities to strengthen them arise through constructive criticism.

This is our sincere promise to the public. It is a debt we owe to those who pioneered this work in the 1990s, and to future generations who deserve to benefit from an integrity-driven nation.

I invite you to participate in this mission and to ensure that your institutions and indeed your own actions remain free from the shadow of corruption.

I pray for continued success in this noble endeavor.

Adam Shamil
President, Anti-Corruption Commission



• Introduction •

This Strategic Plan outlines the Anti-Corruption Commission's roadmap for 2026–2030, setting out key priorities and strategies to guide all functions of the Commission in fulfilling its mandate to combat corruption.

The Commission operates under the Constitution of the Republic of Maldives (2008) and the Anti-Corruption Commission Act (2008), with its mandate further strengthened by subsequent legislative developments, including the Penal Code, Criminal Procedure Code, and Rules of Evidence. Amendments to these laws expanded the Commission's responsibilities to cover additional corruption-related offences, including election-related bribery.

The Plan identifies priority thematic areas based on stakeholder consultations, complaint trends, and oversight gaps. By focusing on selected corruption risks and integrating them across prevention and investigation efforts, the Commission aims to maximize the effective use of resources and achieve meaningful impact during the plan period.

Strategic Plan - 2026 - 2030 Process of Preparation





Implementation

The commission made commendable efforts to monitor and report on the progress of previous Strategic Action Plan for 2020 to 2024, and this momentum will be carried forward, with improved practices.

To ensure effective implementation and alignment across the organization, administrative section will be responsible for collecting information from all sections and units, and report on progress to the Secretary General and the Commission members.



Responsibilities Include:

- Collect quarterly progress on outcome targets and annual progress on impact targets.
- Assess alignment of departmental and section plans with the Strategic Plan.
- Guide sections to link new initiatives to the Strategic Plan.
- Lead the 2028 mid-term review, including dialogue on progress, strategies, and gaps.
- Propose adjustments to the Strategic Plan for Members' approval.
- Promote a results-based culture and ensure staff awareness, including new recruits.
- Publish annual progress in English and Dhivehi.

The section will provide a short quarterly report to Commission Members and all staff with progress updates and recommendations.

Monitoring and Evaluation

The Results Monitoring and Reporting Framework will track the organization's overall progress, focusing on meaningful outcomes rather than merely completing annual activities. Indicators are designed to measure the intended changes and impacts of ACC's strategies and actions.

This Strategic Plan includes six impact-level indicators that reflect broader issues and national democratic progress. While these are beyond ACC's direct control, they are critical to the Commission's purpose and to monitoring national trends in corruption control.

ACC's performance will be assessed primarily through outcome-level targets aligned with its mandate, with selected output indicators used to balance data collection efforts.

The monitoring framework specifies targets, baseline values, means of verification, and responsible units:

- **Target:** Expected result by a specific date.
- **Baseline:** Value of the indicator in December 2025 (unless otherwise stated).
- **Means of Verification:** Source of data or evidence for progress tracking.
- **Responsible Unit:** Section or department tasked with data collection and reporting.



• Priority Areas •



• Priority Area 1: •

Governance and Institutional Development

Recruiting the right people, developing skills where needed and creating an enabling environment that encourages staff retention. Strategies for improving internal governance processes and integrity of the commission are addressed in this area



Governance and Institutional Development



Strategies:

- Collaborate with stakeholders to integrate ACC into intelligence and document sharing networks
- Review grievance policy to encourage formal feedback with due action. Conduct staff satisfaction surveys and implement final recommendations.
- Operationalize and expand the Trust Fund through partnerships with national and international stakeholders to support key institutional activities
- Advocate for purpose-built or appropriate government premises with improved physical security and data storage
- Strengthen international cooperation and peer engagement to inform program design, implementation and institutional practices

- Establish clear communication channels with optimal decision-making hierarchy to increase efficiency
- Utilize competency-based recruitment assessments and strengthen recruitment-stage practices to reduce staff turnover risks.
- Work with relevant authorities to offer competitive salary structure with compensation for managerial positions
- Implement competency-based performance assessments, linked with structured career pathways in all departments.
- Expand systemic training programs for all departments, based on a common competency framework, catering to emerging corruption trends.
- Provide all personnel with mandatory core skills and knowledge training
- Build a comprehensive digital platform in a phased manner, accompanied by training to create a digital-first mindset.

• Priority Area 2: •



Operational Excellence and High Impact

The Commission will plan to improve processes to increase impact and carry out evidence-based programs.

Operational Excellence and High Impact



Strategies:

- Periodic review of all SOPs with internal input and external partner feedback
- Monitor and report on compliance with all approved SOPs and policies
- Enhance case-quality checklists to cover administrative requirements and best practices to increase prospects for conviction.
- Enhance public awareness, with clear and inclusive messaging, on corruption offences and all reporting pathways for corruption-related offences.
- Conduct annual review of overall organizational efficiency using Key Performance Indicators developed for each section and for organization as a whole.

- Design programs and activities based on findings from evaluations of similar programs implemented by ACC and partners.
- Embed prevention as a core function in all sections, supported by capacity building, so that corruption risks are routinely identified, prioritized and addressed, in a systematic manner.
- Engage with international anti-corruption bodies and peer institutions to exchange good practices and apply relevant lessons in ACC programs and operations.
- Maintain timely communications with complainants that demonstrate integrity and effort
- Implement a targeted and systematic approach to resolve aged and pending cases, in a transparent manner.
- Improve quality and impact of recommendations by ensuring clarity and practicality, and the use of transparency follow-up mechanisms that support preventive action.
- Significantly reduce number of aged cases, and pending cases, with intent to reduce likelihood of future backlog.

• Priority Area 3: •



Strengthening the National Integrity System

The Commission aims to work with partners to close gaps in legislation and procedures and improve joint operations and activities. Sustainable progress against corruption requires coordinated efforts across all relevant institutions

Strengthening the National Integrity System



Strategies:

- Strengthen efforts to identify legislative gaps and propose amendments to improve legislative framework for deterrence, fraud detection, investigation and prosecution
- Proactive public disclosure of success stories, information on trends, case updates and internal processes, utilizing different platforms aligned to different population groups.
- Strengthen MNACA based on a structured strategic framework, to deliver high-quality training programs to address state-wide training needs
- Implement and advocate for tools to increase accountability, increase compliance to ACC recommendations, and reduce risk.
- Review state institutions on basis of corruption-risk and develop targeted programs for different risk categories
- Coordinate efforts to improve CPI ratings of Maldives through reinforced institutional credibility and demonstrate measurable commitment to transparency and accountability
- Enhance structured, proactive and transparent media engagement, and prioritize informed reporting on corruption and integrity issues.

• Priority Area 4: •

Enhancing governance in Public Procurement and State-owned enterprises

Combines improvements in integrity and oversight in both public procurement and SOE operations, where systemic governance issues have become increasingly evident.



Enhancing Governance in Public Procurement and State-owned Enterprises



Strategies:

- Work with key partners to roll out training and awareness campaigns on corruption risks in procurement frameworks.
- Awareness programs are carried out in both English and Dhivehi, using mixed platforms, considering accessibility challenges.
- Facilitate regular discussions with regulatory bodies to review concluded cases and identify legislative gaps.
- Periodic public disclosure of anonymized summary of completed cases related to SOEs and public procurement.
- Targeted capacity building of regulatory bodies through MNACA and other opportunities
- Advocate for and encourage SOEs to set high integrity standards in operations
- Collaborate with relevant institutions to assess corruption vulnerabilities in high-risk SOEs and promote integrity through a structured recognition program

• Priority Area 5: •

Preventing and Addressing Political Corruption

Targets to improve systemic political corruption through advocating for reforms for fair electoral practices, recruitment, transparent political financing, to achieve public confidence in state institutions

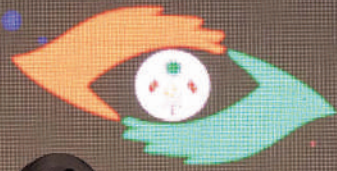


Preventing and Addressing Political Corruption




Strategies:

- Assign a dedicated team within ACC to monitor electoral activities, to enable early detection of electoral bribery and to review complaints transparently and promptly.
- Collaborate with relevant organizations (local, international, state or non-state) for investigation and awareness during elections, with a schedule of activities covering pre-, during and post elections.
- Support the legal review, amendment and multi-level advocacy to strengthen political financing regulations.
- Develop risk-based intelligence tools and red-flag systems to identify early indicators of high-level corruption and emerging political integrity risks.
- Work with Whistle Blowing Unit to strengthen whistleblower protection across all state institutions.
- Enhance Mutual Legal Agreements to pursue high-level corruption cases effectively
- Advocate for recovery of misused public funds and contribute to strengthening the national capacity for asset recovery



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