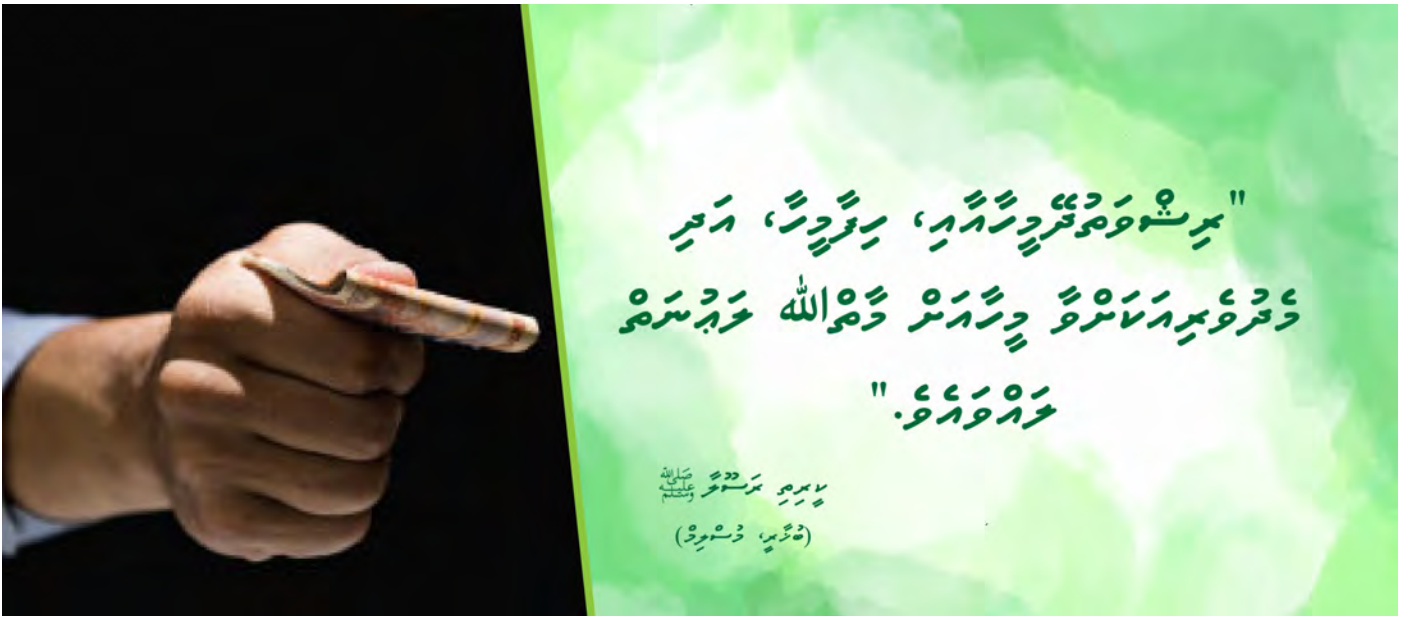


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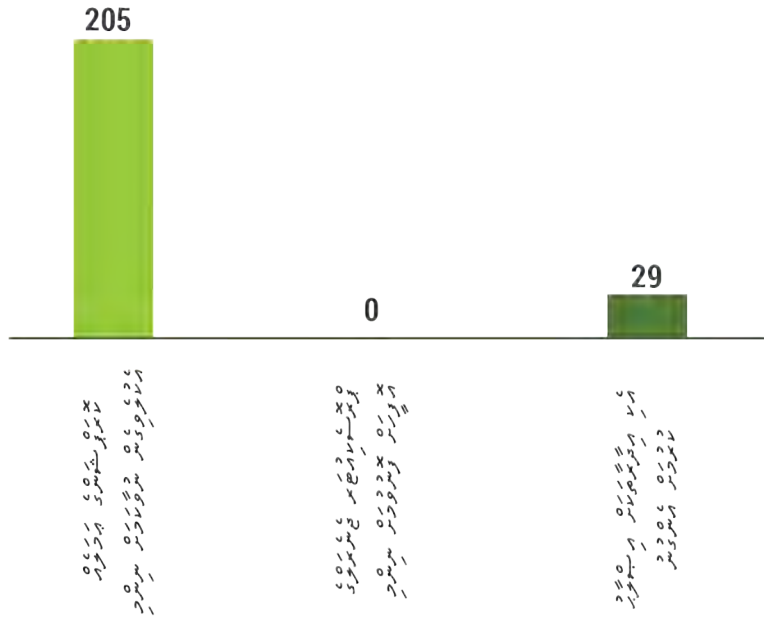
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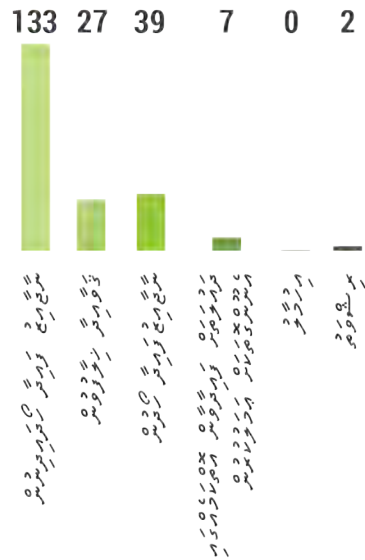


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سرسره ژرفو دړه-خوځولای دډولنوموړو څو



سرسره دړه-خوځولای څو



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تاریخی دور

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Appreciation Plaque being awarded to Ministry of Gender and Family for conducting awareness session on women empowerment for ACC staff



Appreciation Plaque to Aasandha Company for their voluntary service in administration of Flu Vaccine for ACC staff and their family members



Annual Cake of ACCRC being cut by the President of ACCRC Mr. Ahmed Yaamin with Mr. Majid Hassan and Mr. Abdul Azeez Moosa

Anti-Corruption Commission Recreation Club (ACCRC)

ACCRC Annual Meeting

ACCRC celebrated its 4th anniversary on the 22nd of November 2018. This is the first ever celebratory ceremony to mark the anniversary since its inauguration in 2014. During the ceremony appreciation plaques were awarded to institutions who had provided their assistance to the Club throughout the year. Certificates and commemorative shields were also awarded to individuals who had represented ACCRC on several platforms and competitions.



Appreciation Plaque being awarded to Cancer Society of Maldives



Appreciation plaque being awarded to Mr. Ashraq Nazir for the assistance provided to train our staff for Quran Competition

Publications

White Paper Volume: 2 Issue:1

The ACC released volume 2, issue 1 of its policy paper series, “White Paper” aiming to disclose corruption risks to public institutions and spread information on anti-corruption recommendations. The paper was officially launched by the Commission Member, Ms. Aminath Minna on 10th December 2018 at the ceremony held to mark the International Anti-Corruption day 2018.

This policy paper was titled as “Corruption Risk and Trafficking in Persons of Migrant Workers in the Maldives”, based on the Corruption risk assessment of Maldives Immigration. Major findings of this research include, problems in maintaining registers of migrant workers at island councils, problems in fining locals who do not abide by the rules and regulations related to immigrant workers and problems related to issuing of quotas.

Launching of Abaanna Kuruvaahaka foiy – 2

The ACC published the story book ‘Abaanna Kuruvaahaka foiy – 2’ at the special ceremony held on 10th December 2018, to mark the International Anti-Corruption Day. The book was officially launched by the Prosecutor General, Uza. Aishath Bisham.

The book comprises of 10 stories submitted to ACC Short Story Competition for staff. The stories were based on characteristics of integrity, targeted to children below 8 years. Certificates were awarded to all participants and winners of the ACC Short Story Competition.

Launching of Abaanna Lhen foiy – 2

ACC published the poem book ‘Abaanna Lhen foiy – 2’ in the special ceremony held on the 10th of December 2018, to mark the International Anti-Corruption Day. The book was officially launched by the Vice President of Dhivehibahuge Academy, Ms. Rafia Abdul Gadir.

The book was published with literary assistance received from Dhivehibahuge Academy that included 17 poems from 13 different poets, based on integrity related characteristics. Certificates were awarded to all poets in the special ceremony by the Commission Member, Mr. Yazmeed Mohamed.

Launching of Abaanna Lhen foiy – 2
by Ms. Rafia Abdul Gadir,
Vice President of Dhivehibahuge
Academy





Overseas Trainings and Conferences

UNODC Regional Workshop

ACC participated in the “Regional Workshop on International Cooperation in Corruption and Financial Investigations and Money Laundering” organized by the United Nations Office on Drugs and Crime (UNODC) held from 12th to 14th November 2018 in New Delhi, India. The aim of this workshop was to provide practical skills and tools to enhance the inter-agency and regional cooperation. Investigation Officers, Mr. Abdulla Javeed, Mr. Abdulla Mizan and Ms. Aminath Sana, attended the Workshop on behalf of the Commission.

18th International Anti-Corruption Conference

ACC participated in the 18th edition of the International Anti-Corruption Conference (IACC), hosted by the Government of Denmark, represented by the Danish Ministry of Foreign Affairs, and organized with the support of Transparency International Denmark.

It was a three-day conference that took place in Copenhagen, Denmark from 22-24 October 2018, under the banner “Together for Development, Peace and Security: Now is the Time to Act”. Four members of the Commission and the Secretary General participated in the conference which featured more than 50 workshops and 6 high-level plenaries, exploring ways to move the fight against corruption from work to action.

7th Session of Assembly of Parties of the IACA

ACC participated in the “7th Session of the Assembly of parties of the International Anti-Corruption Academy (IACA)” organized by International Anti-Corruption Academy (IACA). Commission member Mr. Yazmeed Mohamed attended this session on behalf of ACC.

The Session took place from 27th to 28th September 2018 in Vienna, Austria. The Session aimed at discussing on development of the main strategies of IACA. It also deliberated on the future prospects of IACA. The IACA is an international agency with the purpose of fighting against corruption and strengthening the anti-corruption agencies. Established in 2011 as an intergovernmental organization, IACA comprises a constituency of 73 State Parties to date.

Awareness Programs

Anti-Corruption Trainings

As a special activity to mark the International Anti-Corruption Day, ACC undertook several Anti-Corruption training sessions targeted to Public Institutions. These were 3-hour sessions delivered by professionally trained staff of the Commission. The first training of the quarter was aimed to the audience of 39 students of Maldives National University on the 29th of September 2018. This was followed by the training session on Corruption and Integrity, targeted to Civil servants. This specific training was in collaboration with the Civil Service Training Institute and was held on the 1st of November 2018 where information was delivered to 49 participants. On the 2nd and 3rd of December 2018, another training session was conducted to 36 participants from Maldives Pension Administration Office. The year concluded with the training session to National Social Protection Agency (NSPA) for 24 participants held on the 4th of December 2018.

anti-corruption was released by Dr. Ali Shameem, President of the Civil Service Commission of the Maldives. Moreover, a summarized presentation on trainings conducted by the Commission was delivered. An awareness campaign on Public Finance Regulation to train the public officials who work on budget and procurement department was launched at the ceremony. Alos, launching of the campaign to minimize single-use plastic and releasing of Bithufangi Bulletin was also observed on this ceremony. Bithufangi Bulletin featured special statements on the occasion of the day from the President Ibrahim Mohamed Solih, President of the Peoples' Majlis, Chief Justice and the President of the Commission. This volume was released by the Guest of Honor, Uza. Aishath Khaleela.

Best Information Officer Award

Information Officer of Anti-Corruption Commission (ACC), Mr. Hassan Manik was awarded with the title of the 'Best Information Officer' by the Information Commissioner's Office on 17th October 2018, at the reception held to commemorate the International Right to Information Day. This title was awarded to select the best Information Officer who has most dutifully acted to disclose information in accordance with the Right to Information Act. This was the first time such an award has been presented whilst a total of 6 participants competed for this award.

ACC accolades "Ranvana" Award for three Consecutive Years

Anti-Corruption Commission was awarded with "Ranvana 2018" by the Information Commissioners Office, at the ceremony held on 17th October 2018, to mark the International Right to Information Day. The President of ACC Mr. Hassan Luthfee accepted the award on behalf of ACC. The purpose of 'Ranvana Award' is to motivate government organizations to voluntarily disclose as much information as possible, encourage to maintain information in a way that is easily and quickly accessible, foster a culture of information disclosure on websites, availability of up-to date information on the institution's notice board and maintenance of meeting minutes of that organization.



Golden Award of Information Disclosure, And best Website Award 2016, 2017 & 2018 - ACC



Quarter Highlights

Special Events

Special Panel Discussion

The Anti-Corruption Commission conducted a special panel discussion at Seneco Conference Hall of Public Service Media (PSM) Radio Building as part of the program to mark the International Anti-Corruption Day 2018, which was broadcasted by PSM on 9th December 2018.

The topic of the Panel Discussion was 'Building a generation of integrity: Challenges and Solutions'. The main aim of the program was to build awareness on importance of integrity and anti-corruption, role of parents, students, teachers and society to foster and build integrity amongst the younger generation. It also emphasized on the importance of religious perspectives of integrity in society.

The Panelists of the Session were, Dr. Ibrahim Zakariyya Moosa – Dean of Center for Postgraduate Studies, Islamic University of Maldives, Ms. Nada Shareef – Clinical Psychologist, Ms. Basheera Mohamed-Principal of Taajudhin School and Commission Member Ms. Aminath Minna. ACCs Assistant Investigation Officer, Uz. Adam Shamil moderated the Panel Discussion. This event was funded by UNDP.

ACC Celebrates International Anti-Corruption Day

A special ceremony was held by the Anti-Corruption Commission of the Maldives to mark International Anti-Corruption Day. This ceremony was held at Maldives Islamic University Hall on the evening of 10th December 2018. The Guest of Honor was the Vice Chancellor of Maldives Islamic University Uza. Aishath Khaleela.

The ceremony began with an official statement of the President of Maldives, Ibrahim Mohamed Solih. This message was delivered to the audience by Commission Member Aminath Minna. The President urged government institutions to assist the work of the Commission in eradicating corruption and building a society that values integrity.

In his introductory note, the Vice President of the Commission, Uz. Muavviz Rasheed stressed that corruption's grave malady has spread all over the world and it is of utmost importance to mark a day against corruption. Further, Vice President also acknowledged that the work of the Commission in building a society of integrity is a national effort.

On this special ceremony, the Commission also released 'Abaanna' series poem book and story book II. 'Abaanna' Story Book was officially released by Prosecutor General Uza. Aishath Bisham and Abaanna II Poem Book was released by Rafiya Abdul Gadhira, Vice President of Dhivehi Bahuge Academy. The poem and story books of 'Abaanna' series have been released since 2017 on the occasion of International Anti-Corruption Day. During this ceremony, certificates were also awarded to poets who contributed to the book and winners of the Story Writing Competition which was organized for the staff of the Commission.

ACC's White Paper Series 2 was also released on this ceremony. This paper focused on "Corruption Risk and Trafficking in Persons of Migrant Workers in the Maldives" which was based on the Corruption Risk Assessment of Maldives Immigration. The Paper was officially released by Commission Member Aminath Minna. 'Nazaahaiytherikamuge Keesa 404' a booklet which provides various information on corruption and



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with fair transparent means to investigate the complaints.

7. Foster ethics and integrity among organizations. As part of induction training, civil servants should also be taught on the institution's code of conduct and ethics.
8. Conduct regular trainings to educate and create awareness about recruitment policies, rules and regulations, best practices in recruitment and how it impacts the organization.

Research Limitations

The following are some key limitations experienced during the research.


1. Limited time frame. The limited time in which the research was planned and executed played a role to minimize the scope of the research.
2. Difficulty in accessing to CSC data base.
3. Resource limitation to directly reach and interview the notion of the local government side.

In future researches, it is advisable to resolve similar limitations as to reduce complications during the planning and execution of such researches.

Conclusion

Administrative negligence, violation of rules, misconduct in recruitment processes jeopardizes the rights of well qualified, deserving candidates and raise negative impacts on the performance of the organization. More importantly, the repetitive nature of such issues could have a greater effect to lead corruption. Irregularities caused by the negligence of responsible staff is deeply embedded in their ethics and awareness. Hence, to minimize the linkages of administrative negligence to corruption becomes necessary in capacity development of staff for the work environment.

Avoidance of self-interest and conflict of interest by the responsible staff adds to successful recruitment that could ensure attractiveness for competent merit-based candidates and increase productivity. The strength of the human resources employed in an organization will undoubtedly reflect upon the whole outcome of the organization. Similarly, the civil service of Maldives will benefit greatly from strong and robust human resources, not only in the endeavor to create integrity within the systems but also to provide effective and efficient service delivery to the public. Educating the manpower of human resource management system is necessary to ensure that corruption risks are minimized in recruitment processes of the civil service.



likely that deteriorated efficiency, lowered performance, a lack of fairness, and the spread of corruption could be forthcoming (Ashour, 2004).

Furthermore, and ineffective recruitment opens the door for corruption in the whole organization. Lack of action being taken against perpetrators in this regard may send unclear messages about what is acceptable, thus optimizing the occurrence of corrupt behavior (United Nations, 2012). Staff may rationalize that the consequences for administrative misconduct gives them no threat of penalization, therefore the fear of continued negligence remains in the system if not closely regulated and monitored.

Despite there being no evidence of more severe types of corruption like bribery, there are observations of clear conflict of interest, favoritism and manipulation of criteria to make predetermined decisions to employment by key entrusted position holders. Such misconducts and abuse of positions, tarnish and distort the image of the civil service (Ashour, 2004). Also, the restriction on competition has serious impacts on the ability of the civil service to attract qualified and competent personnel, especially when the abilities and competencies sought are relatively scarce as the case in islands.

Job opportunities in the civil service sector can be attractive to job seekers, though it may have limitations with compensation packages, the systematic orientation to the nature of work, short working hours, job security, and social status are some advantages. The evidence that there is a perception that candidates are only able to get a job through influence (Transparency Maldives, 2015), means that there is a negative perspective about civil service jobs. Consequently, it may be difficult to get competent, loyal and well qualified staff for civil service jobs.

It was also found that one of the main actions taken, in recruitment cases was to cancel the recruitment of the candidate who was selected unfairly through a fault of the administration.¹¹ Though it is clear that the candidate was given the job unjustly, in some cases it is by no means the fault of the candidate. Hence, the challenge remains that the cancellation of unjustifiable recruitments resulting from administrative mishandlings or misconduct not be reasonable to penalize only the candidates but to take appropriate actions against the staff and all other members involved in such cases.

Recommendations

1. Introduce and enforce procedures that increase and promote transparency of the recruitment process. For instance, the information about the points given to the candidates based on their interview, educational qualification, experience, other skills, etc. can be published.
2. Ensure that human resource staff and HRDM Committee adhere to rules; declare in circumstances of conflict of interest and refrain from the recruitment process if the need arises.
3. Checks throughout probation period. In order to ensure that staff are competent and can carry out the responsibility of the job, supervisors should monitor and evaluate the performance and efficiency of staff regularly.
4. Regular monitoring and oversight to ensure the integrity of the organizations.
5. Impose disciplinary sanctions against staff, regarding negligence and breach of regulations.
6. Establish an effective complaints mechanism to allow citizens and staff to report suspicion of misconduct

¹¹ Interview with Civil Service Commission



It is detailed in the Civil Service Regulation 2014 that “A relative (mother, father, child, wife, husband, half-brothers and half-sisters) of the interviewee shall not be included in the interview panel.

Discussions

The reviewed cases mostly indicate that there is administrative negligence and breach of regulations involved in the recruitment of civil service sector of the Maldives. It can also be observed that out of the cases studied, most cases are from offices situated in the Atolls. Hence, often non-compliance arises at local government level. Below are the possible causes and repercussions of the identified irregularities.

Causes

I. Lack of transparency in the recruitment process

Transparency in the announcement, evaluation and selection is imperative to construct a recruitment system that is non-ambiguous and trustable. Application of rules paves the responsible staff to maintain transparency and accountability of recruitment by making the candidates and public more aware of how the recruitment was conducted.

II. ii. Administrative staff unaware of certain procedures and guidelines.

Recruitment for offices in the islands is not a daily task. Due to the small amount of recruitment carried out in the islands, the responsible staff may not be very familiar with the procedures that have to be followed. Subsequently, not all the procedures are properly adhered to and leads to administrative negligence of which the staff require self-comprehension to rules and regulations besides adequate training.

III. iii. Neglect of responsible staff

Most of the issues identified in this research is caused due to the neglect of staff directly responsible for recruitment processes. This may be due to reasons like lack of supervisors to make the staff accountable throughout implementation of the recruitment process.

IV. iv. Lack of action taken against administrative staff for negligence

Usually actions are taken in the form of cancellation of the recruitment made by the staff. An impactful sanction is not being made upon the staff whose negligence led to the selection of an incompetent staff which results in repetition of similar negligence. It is understandable that island offices struggle with inadequate capacity building and resources which needs to be minimized in long term.

Impacts of Administrative Negligence in the Recruitment Process

In recruitment, duties, responsibilities and tasks are entrusted to individuals by virtue of their entrusted positions, and therefore, the possibility of obtaining a benefit at the expense of the greater good is high making the recruitment domain vulnerable to corruption and fraudulent practices.

Although administrative carelessness appears petty to many, the results of these problems create a much bigger trickledown effect on the whole organization and to the delivery of effective service to the community.

The most common issue found in this research is the breach of written procedures and negligence of the recruitment staff in non-complying the correct process. As a result of this the most serious consequence is on the caliber and competence of the people working for the civil service. Due to similar conditions, it is

Case 4: Recruitment of staff for a Government Hospital

Issues	Recommendations
1. Inadequate time to submit the application after the job announcement, which means that there is minimum chance for more candidates to apply for the job.	1. Sufficient duration should be given for job opening and announcement publication. 2. Job announcements should be publicized in the gazette as well as in local noticeboards and other places where people can easily access.

Transparency, equality and competitiveness is paramount in the selection of best staff for the vacancy. Therefore, all civil service jobs should be well announced and published in order prospective and qualified candidates be made aware of the job openings in due time⁹.

Case 5: Recruitment of Finance Officer for a Council Secretariat

Issues	Recommendations
1. Staff selected for the post does not have the appropriate qualifications required for the job announced.	1. Job announcements should specifically outline what the relevant field of educational qualification is required 2. CSC to advise if the candidate can be accepted for the job without a specified minimum qualification criteria or to re-announce the position after establishing clear screening directions.

Some job announcements state that a candidate should have a certain level of educational qualification in a 'relevant field'. Often, it is quite difficult to ascertain what can be considered as a relevant field. It is the responsibility of the institution's HRMD Committee to decide what the 'relevant field' of educational qualification must be, based on the work he/she will perform¹⁰.

Case 6: Recruitment of Assistant Director for a Council Secretariat

Issues	Recommendations
1. The selected applicant's job application was not signed by the applicant and therefore an incomplete application was accepted by the government office.	1. An incomplete application cannot be accepted for the job evaluation. As there were other applicants who fit the criteria with completion of application requirements, all other applications should be evaluated and the job should be given to the highest scorer.

Case 7: Recruitment of a Janitor for a Government School

Issues	Recommendations
1. Conflict of interest (the son of the applicant was in the interview panel)	1. In case of conflict of interest, any member of the interview panel, whose relative has applied for the job should refrain from being in the interview panel and nor should such a member interview the other candidates.

⁹ Article 3.1 (a), 3.3 (a), (b) of "Standards and Policies on Selecting and Recruitment of Employees for Civil Service Positions".

¹⁰ Interview with CSC

Findings

Discussed below are the issues and recommendations given to selected cases of recruitment from the civil service institutes which were investigated by the ACC between the period 2015 to 2017.

The Civil Service Regulation 2014 states that, “An HRMD Committee member shall not participate in any meeting of the Committee where an issue being deliberated upon includes the interest of the member’s spouse, child, dependent by Islamic Sharia or by law or includes the interest or any involvement of the member”. Therefore, unless the family relation is one mentioned above, it is not a breach of regulation. However, in such circumstance the best practice for the interviewer avoid representation in the interview panel, if there is any potential conflict of interest that may arise from family ties or related association to the applicant as there is a chance of being biased towards the candidate, and hence being unfair to other candidates.

Case 2: Recruitment of staff for a government office

Issues	Recommendations
<ol style="list-style-type: none"> 1. Accepted application after the deadline specified in the job announcement. 2. Paid performance allowance without proper performance evaluation. 	<ol style="list-style-type: none"> 1. Ensure that applications are not accepted past the given deadline. 2. Appropriate action must be taken against staff who fail to comply with the set procedures and guidelines. 3. Ensure that supervisors comply regularly with the responsibility of evaluating the performance of staff. 4. Practical examinations must be conducted while recruiting technical staff to confirm their capacity.

Sections 3.4 (b) and (c) of the “Standards and Policies on Selecting and Recruitment of Employees for Civil Service Positions” provide that institutions must prepare to accept the applications of candidates who apply for the job within the deadline. The date, time and name of the staff who receives the application should be noted accordingly. Also, it specifically states that applications or required attachments should not be accepted after the given deadline.

Case 3: Recruitment of staff for a Council Secretariat

Issues	Recommendations
<ol style="list-style-type: none"> 1. Incorrect figures entered to the mark sheet. 2. Interview panel signed the mark sheet without proper check of figures 	<ol style="list-style-type: none"> 1. Figures and additions in the mark sheet should be properly checked by interview panel before signing the sheet. 2. HRDM Committee members who neglects the CSC recruitment rules should be banned from re-sitting interview panels

Administrative negligence such as this can lead to misallocation of jobs to candidates who are unsuitable or incompetent for the vacancy in question. It is also against the standard procedure of interview panel to incorrectly vet the candidates and analyze their capabilities which is a clear case of negligence by the Committee.



Corruption and Administrative Corruption

Corruption is a combination of human behavior and other variables which cannot be identified as a single and independent phenomenon (Kataeva, 2011). There is a plethora of opinions which indicate that corruption involves illegal activities conducted to maximize self-interest or provide self-centered advantage to another irrespective of people’s rights. It is commonly defined as the abuse of public or corporate office for private gain (The World Bank, 2005). And according to Transparency International (TI) corruption is the abuse of entrusted power for private gain. Therefore, by definition the use of one’s position to gain undue advantage or provide undue advantage to a third party is considered to be corruption. As this research focuses mainly on administrative corruption, we define administrative corruption as the abuse of roles, powers, or resources in the administration of public office for a private gain.

Negligence

For the purpose of this research we define negligence as breach of official duty by neglecting laws, regulations, procedures and best practices in the public office which could result in creation or increase risk of corruption.


Research Method

The empirical evidence for the purpose of this research was collected from a desk review of investigated recruitment cases concluded at the ACC through 2015 to 2017 and from selected key informant interviews. The selected key informants were the Senior level staff of CSC who directly examines recruitment complaints and monitors recruitment compliances. Understanding of the current recruitment process of the CS institutions and about actions taken with regard to misconducts in recruitment, was gained through the interview.

Through a non-probability sampling technique, a total of 7 cases were selected that reflected recruitment processes at the Maldives Civil Services. Further, to complement the research, secondary sources of information examined were constitutional and mandatory documents such as rules and regulations, gazette notifications, processes, policies and practices of the recruitment process. Evidence from the investigated cases and interviews were analyzed to identify violations, and misconduct in recruitment processes that involved regulatory breaches and administrative negligence that caused increased risks for corruption in institutions

Case 1: Recruitment of an Administrative Officer to a Council Secretariat

Issues	Recommendations
1. Letter sent to CSC to check if candidate meets the application criteria while the candidate clearly did not meet the criteria for the job	1. As specified in the Civil Service Regulation 2014, if a candidate does not meet the specified criteria for a particular job he/she should not be considered for the job and as such, it is not necessary to give the candidate points for other areas of his/her application.
2. Conflict of interest (relative of applicant being in the Human Resource Management Development Committee)	2. In case of conflict of interest, persons whose relative is an applicant should not be present in the HRDM Committee meeting and such members should not take part in the interview panel.



Thus, the findings of this study will not only help identify administrative negligence and violations but illustrates possible remedial measures, challenges and ways to strengthen monitoring mechanisms to ensure effective execution and transformation in the recruitment processes and practices where the outcome would result in higher integrity with stronger institutions. A robust and uncorrupt recruitment system in the civil service will help civil service organizations to employ staff who are competent, qualified and right match for the job fit. The recommendations given in the research will help policy makers to make informed decisions on how to frame a system that ensures that the rights of all candidates who enter the recruitment process, are upheld and that competent staff are selected through system of compliance and integrity.

Conceptual Analysis

This section will highlight about existing theories and research built on similar studies. The key concepts which are relevant to the study are presented below.

Recruitment

According to Dale Yonder, "Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and employee effective measures for attracting that manpower in adequate number is required to facilitate effective selection of an efficient working force" (Naveen & Raju, 2014). Whereas Schuler, Randall S (1987) defined recruitment as "the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests" (Richardson, 2012). A much simpler understanding was provided by Edwin B. Flippo (1984) who described recruitment as, "The process of searching the candidates for employment and stimulating them to apply for jobs in the organization." (Naveen & Raju, 2014).


Therefore, for the purpose of this research, recruitment is the process of connecting jobs to attract potentially the right candidates through a system of evaluation to match the requirements of a job. Organizations must therefore analyze the requirements of the job announced, in order to select the best candidate.

Selection

Swanepoel, Erasmus, Van Wyk and Schenk (2003:311) define selection as "the process of trying to determine which individuals will best match particular jobs in the organizational context, taking into account individual differences, the requirements of the job and the organization's internal and external environments" (Motsoeneng, 2011). Selection is defined as the process of differentiating between applicants in order to identify those with a greater likelihood of success in a job. Selection is basically picking an applicant from (a pool of applicants) who has the appropriate qualification and competency to do the job (Naveen & Raju, 2014).

Hence, we define selection as the next step in recruitment which involves evaluating different candidates through various steps like evaluation of application, interviewing, practical tests, checking with referees, etc. to choose the most suitable candidate for the job.

Recruitment and selection play a pivotal role in service delivery and if used efficiently can help sustain an organization's competitiveness (Bardzil & Slaski, 2003). Therefore, it is crucial that effective practices are used in recruitment that is at par to achieve the organizational strategic goals.



Moreover, it was identified in the Corruption Perception of Civil Servants Survey 2014, that 45% of the employees agreed that preferential treatment in employment process was perceived to be the most common form of corrupt activity that occur in the Civil Service institutes of Maldives. The CSCs research in 2017 also supported this, as 24% of respondents agreed that they had experienced abuse of power in recruitment and promotion, in their office, elucidating that the trend has been on-going and that no solutions were found to the issue.

Research Problem

Looking at the cases registered with the Anti-Corruption Commission (ACC), it is noticed that 19%, 11% and 13.5% of cases were related to recruitment during the years 2015, 2016 and 2017 respectively. This is the second most common type of cases registered at ACC. Some of the complaints registered include cases of negligence, administrative irregularities and misconduct in execution of due process.

Also, it was stated in the Corruption Perception of Civil Servant's Survey of 2014, that by perception, preferential treatment in employment process was the most common (45%) form of corrupt activity that occur in the CS institutes. This finding compliments that of the 2017 research conducted by the CSC where 24% of the respondents agreed that they had experienced abuse of power in recruitment and promotion, in their office.

Furthermore, the analysis of the cases investigated by the ACC suggested that administrative negligence and breach of regulations was the main cause of irregularities noticed in the recruitment of staff. It can be argued that such practices, although not categorized as corruption, can lead to corrupt behavior and hinder the integrity of the whole organization. Therefore, it is imperative that the reasons for the occurrences of such practices are well analyzed in order to understand its linkages to corruption and to mitigate violations in recruitment processes.

Research Questions

This research will focus mainly on the following questions in order to examine the research problem.

1. What are the practices in recruitment that create risk of corruption in the CS institutions of Maldives?
2. What are the causes that create risk of corruption in the CS institutions of Maldives?
3. What could be done to avoid such practices in the CS?

Research Objectives

1. Analyze the practices and causes in recruitment that create risk of corruption in the CS institutions of Maldives.
2. Recommend ways to make the recruitment process of CS more ethical and corruption risk free.
3. Assist policy makers make evidence based decisions to reform recruitment processes of the CS.

Significance of Research

The study will help uncover critical areas in the recruitment process which are susceptible to exploitation in the administration and management of recruitment. The recommended approaches analyzed in this research demonstrates an adequate guidance to address the relevant gaps needed to be adhered through laws and regulations in recruitment and apply the laid rules.



Introduction

Corruption is a demonstrated multi-faceted phenomenon that could exist at all levels and aspects of organizations. The involvement of corruption or fraud practices in the recruitment of staff and in the process of human resources function is often identified in organizations, where human capital deemed to lack strategic importance given to the resource of an organization. It is one of the main causes of concern as it may result in the escalation of unethical behavior in several other areas of the organization. The result of such practices and behavior may fall heavily on the organizational performance and its productivity.

This research aims to study the recruitment practices of Civil Service (CS) institutes in the Maldives and determine how they involve the risk of corruption. Also, recommendations on ways to improve the recruitment methods will be discussed.

Background

Maldives Civil Service's Recruitment

The Maldives Civil Service is the biggest employer in the Maldives. Statistics show that by the end of 2017 there were 21847 people employed as civil servants. In 2017 alone, 1454 permanent staff and 483 temporary staff were recruited⁶. Therefore, considerably a large proportion of the country's population depends on civil service jobs, making the recruitment process of civil service a vital matter which involves the rights of a lot of potential candidates.

The Civil Service Commission (CSC) is the parent institution of all CS institutes in the Maldives. In an effort to make the recruitment of civil servants more effective, and to ensure that a full record of civil servants employed is kept in the CSC's data base, the recruitment of all civil servants is monitored and approved by the CSC since 1st May 2017⁷. This work was previously done by the government ministries.

Distinctively, CS offices of the Maldives are responsible for organizing their recruitment processes, which involves screening, interviewing and evaluation of candidates, after which the documents of the most qualified candidates are sent to the CSC for hiring approval. Hence, the CS recruitment is organized as a partially centralized system where jobs are appointed only after the approval of the CSC, who confirms that all the procedures and guidelines are adhered to⁸.

Perception of Corruption in Recruitment in the Maldives

According to a research by Transparency Maldives (TM), 73 percent of interviewees from the atolls reported that most of the jobs in their respective islands were given to people who had family connections to those in high positions. They reported that the likelihood of associated persons being pre-assigned to a job are practiced and the advertisement for the post is only a formality.

As per the research, interviewees from Male' had the same concern, but for attaining jobs at higher levels. It stated that most Male' interviewees were under the impression that those with connections or with political influence were given unfair advantages in the job selection process of higher positions in the government and public companies (Transparency Maldives, 2015).

⁶ Civil Service Commission Annual Report 2017

⁷ Civil Service Commission Annual Report 2017

⁸ Interview with CSC

Linkages of Administrative Negligence in Recruitment and Corruption Risks

Co-authors: Ikleela Ismail, Senior Research Officer (Head of Prevention & Research Unit)

Aishath Manaal Khalid, Assistant Research Officer

Abstract

The primary objective of this research is to examine violation of rules and regulations in the recruitment processes and practices of the Civil Services Commission (CSC) of the Maldives. It is known that there is breach of regulation which is likely to adversely affect competency of staff and deter integrity in the system. Most notable is that cases of negligence were considered as trivial issues to the executing staff which were dismissed as carelessness. Issues identified from cases were negligence, administrative irregularities, and misconduct in execution of due process. Such occurrences are frequently observed in public offices mostly at the local governance level.

This study aims to look into selected samples taken from recruitment, selection and hiring processes. It is evident from this research that there is a close linkage between violation of regulations, administrative procedures and corruption risks. The core element of research problem in this paper is the underlying issues of recruitment process in island level. Repetitive nature of such issues are detrimental to the organizational reputation and integrity of CSC. Negligence in the recruitment process is expected to cultivate corruption risks and infringements of employment rights in the public service sector and is likely to cause poor performance and decrease productivity levels which inhibits weakness in governance.

This research is grounded through analysis of recruitment related cases investigated at the Anti-Corruption Commission (ACC) during 2015-2017. Furthermore, backed by relevant literature, a Delphi based method of qualitative research is administered with semi-structured interviews of information and data collected from the Civil Service Commission (CSC).

The findings of this research highlights remedial measures, challenges and ways to strengthen monitoring mechanisms to ensure effective execution and transformation in the recruitment processes and practices. As a corrective measure, regular and effective compliance audit, closer monitoring and guidance of staff performance, and continuous trainings on relevant rules and regulations are substantial to reduce the risks associated with violations committed by the staff. Thus, the study will help Civil Service Institutions to reinforce their recruitment practices in a way that promotes a culture of integrity by proposing recommendations to the identified problems.

Keywords: Negligence, Corruption Risk, Integrity and Recruitment process



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“Allah (SWT) cursed the one who bribes and the one who takes bribes and the one who arranges it between them.”

The Prophet Mohamed (PBUH)
(BUKHAARI, MUSLIM)

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