



Civil Service Commission

Male', Maldives

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



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Maldives Civil Service Conference 2026

Call for Papers and Submission Guidelines

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CALL FOR PAPERS



MALDIVES CIVIL SERVICE
CONFERENCE
2 0 2 6

CONFERENCE THEME

FUTURE-READY RESPONSIVE GOVERNANCE:

Empower People, Embrace Agility, Enhance Services

TRACKS

Transforming Governance

Modernization and Reform

Service Excellence

Diversity and Inclusion

Digital Transformation

Coaching and Mentorship

Safe Work Initiatives

Leadership Challenges

ABSTRACT DEADLINE
(EXTENDED)

30th DECEMBER
2025

CONFERENCE DATE

07-09th JUNE
2026



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1. Introduction

The Civil Service Commission is pleased to announce the Call for Papers for the **Maldives Civil Service Conference 2026**, scheduled to be held on **7th, 8th & 9th June 2026**. Conference Venue will be informed later to the delegates, authors and participants.

The conference seeks to provide a platform for knowledge-sharing, collaboration, and professional development in public sector governance, focusing on reforms, modernization, and innovative practices. Participants are encouraged to submit papers aligned with the conference theme, tracks, and focus areas outlined below. Submissions on related topics beyond the suggested focus areas are also welcome.

Abstract Submission Deadline: 26th November 2025 - **Extended Deadline: 30th December, 2025**
Full Paper Submission Deadline: 22nd April 2026

For any inquiries related to abstract or paper submission, please contact Civil Service Training Institute at **3307370/3307374/3307367** or email to mcsc@csc.gov.mv

Conference Objectives:

- Facilitate knowledge-sharing on governance reforms, modernization, and innovative practices.
- Strengthen institutional agility and citizen responsiveness in the Maldives Civil Service.
- Promote collaboration among government agencies, academia, international partners, and practitioners.
- Support continuous professional development through dialogue on leadership, mentorship, and coaching.
- Showcase and recognise best practices that enhance service excellence and public sector resilience.

2. Conference Theme

FUTURE-READY RESPONSIVE GOVERNANCE:

Empower People, Embrace Agility, Enhance Services

3. Conference Tracks and Focus Areas

The conference will be organised into **eight (8) thematic tracks**, each accompanied by **key focus areas** to guide the preparation of abstracts and papers. Please note that **additional relevant focus areas** may also be included, provided they **align with the respective thematic tracks**.

1. Transforming Governance

Focus: Agile mindsets and methods to achieve citizen-responsive governance, including adaptive policymaking, iterative public services, digital pathways to good governance, data-driven approaches, institutional reform, transparency, environmental governance, climate-responsive policy, sustainability frameworks, and resilience-building in local governments.

2. Service Excellence

Focus: Innovations in service delivery driven by agile principles such as user feedback and rapid iteration, integrating human-centered design, digital innovation, collaboration, performance analytics, frontline empowerment, stakeholder engagement, and urban service innovation to enhance citizen experience and government responsiveness.

3. Digital Transformation

Focus: Agile development practices enabling faster and flexible digital solutions, strategies for secure and citizen-centric public-private sector innovation, cybersecurity measures, transparent digital governance, organizational change management, ethical and regulatory frameworks, and smart city governance.

4. Safe Work Initiatives

Focus: Balancing agility with workplace safety, psychological well-being, risk management, ongoing safety initiatives, employee well-being, occupational hazard reduction, safety training innovations, regulatory compliance, integration of technology in workplace safety programs, ergonomics, post-pandemic safety, and promoting green practices in civil service operations.

5. Modernization and Reform

Focus: Reducing bureaucracy, institutional restructuring, evidence-based policymaking, adaptive leadership, process re-engineering, cross-sector collaboration, regulatory simplification, digital integration for efficiency, accountability, and citizen engagement, and pathways to agile, transparent, and inclusive governance.

6. Diversity and Inclusion

Focus: Strategies for equitable, empowered, and representative workplaces, inclusive leadership, gender equality, mainstreaming gender-sensitive policies, safe and inclusive work environments, anti-discrimination frameworks, intersectionality, employee engagement, and community partnerships to foster diverse and agile work cultures.

7. Mentorship and Coaching

Focus: Developing agile leadership through structured mentorship and coaching frameworks, enhancing talent, emotional intelligence, decision-making, lifelong learning, intergenerational knowledge transfer, employee engagement, performance, and institutional resilience.

8. Leadership Challenges

Focus: Navigating leadership in volatile, uncertain, complex, and ambiguous (VUCA) contexts, fostering agile thinking, strategic decision-making, crisis management, adaptive thinking, leading diverse teams, and steering organisations towards sustainable success.

4. Paper Submission Categories

Participants may submit papers under the following categories:

- Research Papers (word limit max 8000)
- Concept Papers (word limit 3000 -6000)
- Other relevant presentation formats aligned with the conference theme and tracks.

Submissions may be made by individuals or groups. Paper presentation and participation in the conference are free of charge. Submissions are accepted in **English Language or in Dhivehi Language**

Abstract Submission Deadline: 26th November 2025 – **Extended Deadline: 30th December, 2025**

Full Paper Submission Deadline: 22nd April 2026

5. Who Can Submit?

- Academics and researchers
- Civil servants and practitioners in government agencies
- Public policy analysts
- NGOs and international organisations.
- Consultants working in public sector reforms.
- Graduate students

6. Abstract Submission Guidelines

Required Details:

1. Paper title
2. Author(s) full name, affiliations, contact number, and email address,
3. Abstract word limit (maximum 350 words)
4. Author profile (50-150 words) – (**Annex 1.1**)

Abstract Structure:

- Title
- Author's name, affiliation, and contact number, email address
- Background / Context
- Objectives / Purpose
- Research Question
- Research Methods or Approach
- Key Findings / Expected Results
- Implications for Policy or Practice
- Keywords (3–6)

Format:

- Microsoft Word(.docx) and PDF (.pdf) (submissions must be in both the formats)
- Plain text; no images or tables
- Font: Times New Roman, 12 pt

Templates and detailed guide for abstract writing is provided in **Appendix 1**.

7. Full Paper Guidelines (Accepted Abstracts)

Research Paper – maximum 8,000 words

Concept Paper - between 3000- 6000 words)

Language: English or Dhivehi

Format: Times New Roman, 12 pt, 1.5 spacing

Reference Style: APA 7th Edition

Structure:

1. Title Page
2. Abstract
3. Introduction
4. Purpose / Objectives
5. Research Problem / Problem Statement
6. Literature Review / Theoretical Framework
7. Methodology
8. Results / Findings
9. Discussion
10. Conclusion, Recommendations & Future Research
11. References
12. Acknowledgements (optional)

Full paper guideline is in Appendix 2.

8. Submission and Contact

Email Submissions: mcsc@csc.gov.mv

Subject line: “MCSC 2026 Abstract Submission – [Author Name]”

Example: MCSC2026Abstract Submission[Aisha Didi]

Enquiries:

Civil Service Training Institute

Phone: (+960) 3307370 / 3307374 / 3307367

Email: mcsc@csc.gov.mv

9. Conference Timeline

Milestone	Deadline
Call for abstracts opens	7th October 2025
Abstract submission deadline	26th November 2025
Abstract extended deadline	30 th December 2025
Full paper 1st draft submission	30th March 2026
Final paper submission	30th April 2026
Conference dates	7th–9th June 2026

The activities scheduled between the final paper submission and the conference date will be communicated directly to all confirmed authors and presenters.

10. Review Process

- All submissions will undergo a peer review process before being forwarded to the Academic Committee for further evaluation.
- Criteria: relevance to theme, originality, clarity, methodological rigor, and significance for policy or practice.
- Accepted abstracts will be invited for full paper submission and presentation at the conference.

11. Oral Presentation Formats

- **Oral Presentations:** 15–30 minutes, with Q&A
- **Moderator Panels:** Analyse presentations and propose questions for Q &A

Publication: Selected papers will be published in the **MCSC 2026 Proceedings** (digital).

12. Policies

- All submissions must be original and free from plagiarism.
- Author(s) must obtain necessary permissions for copyrighted material.
- The author(s) and co-author(s) of an accepted paper must register and attend the conference.
- Author(s) and presenter(s) must be clearly defined in submission.

13. Anonymity for Peer Review

- **Full Version:** Include complete author details for publication. Save as:
First Author's LastName_PaperTitle.pdf. Eg: *Didi_Education Leadership*
- **References to your own work** must preserve anonymity. (**Annex 2.8**)

Appendices

Appendix 1 – Abstract Template

Appendix 2 – Full Paper Guidelines

Appendix 1 - Abstract Writing Guideline

1.1 What is an Abstract:

An abstract is a single paragraph, without indentation, compendious summary of a paper's substance including research question, background, purpose, methodology, results, and conclusion in 175 to 350 words.

Keywords: Single, Paragraph, Summarizes, words, indentation (maximum 6 words)

Themes: (Related Theme)

Length (word limit): maximum 350 words

1.2 Abstract template

TITLE OF PAPER

Author's Name (Surname with Initials)

Co-Author's Name/s (Surname with Initials)

University / Institute, Country

E Mail / Contact Details

Category – (Student / Delegate)

1.3 Example Abstract:

Title of the paper: Enhancing Citizen-Centric Services in Local Councils through Digital Transformation

Author's Name & Details:

Niyaz. M (Uz),

Secretary General

Mulak Atoll Council

(+960) (Mobile number), eg@eg.atollcouncil.gov.mv

Conference Delegate

ABSTRACT:

The demographic distribution in the Maldives, with a significant population spread across its Atolls, necessitates decentralization for effective service delivery. Local councils, despite being tasked with providing essential services, face challenges due to limited resources and infrastructure. However, advancements in internet connectivity and digital technologies present opportunities to enhance these services through digital transformation. This paper explores the concept of citizen-centric digital transformation in local councils, examining the benefits and challenges of implementing digital tools to improve service delivery and citizen engagement. By leveraging digital platforms, local councils can streamline administrative processes, increase transparency, and foster participatory decision-making, particularly in rural areas. The paper also discusses the sustainability and prospects of

digitalizing municipal services, highlighting the importance of continuous investment in digital infrastructure and digital literacy programs. Emerging technologies such as 5G, IoT, blockchain, and AI are identified as potential drivers for further optimizing service delivery and supporting socio-economic development in the Maldives.

Niyaz. M (2024). Enhancing Citizen-Centric Services in Local Councils through Digital Transformation, Maldives Civil Service Conference Booklet

1.4 Biography Template

Please submit the author(s) biography(ies) **together with the abstract** using the format below. The biography should **immediately follow the abstract** in the same document.

1. Full name
2. Place of Work/Position / Country
3. Highest Qualification
4. Biography (Between 50 -150 words)
5. Contact Information (Address, mobile number, email address, Twitter and LinkedIn accounts).
6. A passport-size **coloured photograph** to be inserted in the **top right corner** of the author's profile page.

1.5 Example Biography:

Colored photograph with a minimum size of 3.5cm x 2.5cm
--

Dr. Aisha Ibrahim is a Senior Lecturer at the Faculty of Education, Maldives National University. With over 15 years of experience in teacher education and curriculum development, her research focuses on inclusive education and school leadership. She has published several articles in international journals and has presented at regional education forums. Dr. Aisha holds a PhD in Education from Monash University in the year 2001. She is passionate about evidence-based policymaking and advancing quality education in the Maldives.

Appendix 2 - Conference Paper Writing Guidelines

2.1 Purpose of the Paper

Conference papers should present **original research, innovative practices, or theoretical insights** relevant to the conference theme. Authors are expected to:

- Demonstrate clear alignment with the conference objectives and tracks.
- Provide analytical depth and sound methodology.
- Offer implications for practice, policy, or further research.

2.2 Paper Structure

2.2.1 Title Page

- **Title:** Concise and informative, clearly reflecting the paper's content.
- **Author(s):** Full name(s), institutional affiliation(s), and email address(es).

2.2.2 Abstract Page

- **Abstract:** 150–350 words summarizing the study's purpose, methods, findings, and implications.
- **Keywords:** 4–6 relevant terms describing the paper's focus.

2.2.3 Main Sections

1. **Introduction** – Provide background, context, and objectives. State the research problem or guiding questions.
2. **Literature Review / Theoretical Framework** – Summarize key literature and conceptual foundations; highlight knowledge gaps.
3. **Methodology** – Describe the research design, participants, data collection, and analysis methods.
4. **Findings / Results** – Present results objectively using tables, figures, or charts where relevant.
5. **Discussion** – Interpret findings, relate them to existing literature, and identify implications or limitations.
6. **Conclusion and Recommendations** – Summarize main insights and suggest recommendations or directions for future work.
7. **References** – List all cited works following a consistent referencing style (APA 7th Edition recommended).
8. **Acknowledgements (optional)** – Recognize contributors, institutions, or funding bodies.

2.3. Page Layout and Style

2.3.1 Basic Layout

- **Paper Size:** A4
- **Margins:** 1 inch (2.54 cm) on all sides
- **Alignment:** Justified text
- **Line Spacing:** 1.5
- **Paragraph Indentation:** 0.5 inch for the first line
- **Page Numbers:** Do not write page numbers.

2.3.2 Headings

Use a consistent heading hierarchy:

- **Level 1:** Bold, 14 pt, Title Case (e.g., *3. Methodology*)
- **Level 2:** Bold, 12 pt, Sentence case (e.g., *3.1 Sampling Technique*)
- **Level 3:** Italicized, 12 pt, Sentence case

2.3.3 Text Font

- **Font Type:** Times New Roman
- **Font Size:** 12 pt (main text), 10 pt (tables, figures, and footnotes)

2.3.4 Tables and Figures

- Must be numbered consecutively (e.g., *Table 1*, *Figure 2*).
- Provide a **descriptive title** above the table or figure.
- Include **sources or notes** below, if applicable.
- Ensure tables and figures are clear, legible, and appropriately referenced in the text.

2.3.5 Equations

- Number equations consecutively using parentheses aligned to the right margin.
- Example:
$$[Y = a + bX + \text{\varepsilon} \quad (1)]$$
- Use the Microsoft Word equation editor or Math Type for formatting.

2.3.6 Examples

When including illustrative examples or case scenarios:

- Present them in italics or as indented blocks.
- Clearly indicate the source if the example is adapted from another work.

2.3.7 References

- Use a consistent and recognised referencing style (APA 7th Edition).
- In-text citations should follow the author-date format: (Smith, 2023).
- The reference list should be alphabetized and formatted as:
 - Book: Author, A. A. (Year). *Title of the book*. Publisher.
 - Journal article: Author, A. A. (Year). Title of article. *Journal Name*, *Volume* (Issue), pages.
 - Web source: Author/Organization. (Year). *Title of page*. URL
 - Number: Minimum 25 references
 - **A minimum of 25 different sources should be used as references.**

2.3.8 Hyperlinks:

- Links to URLs or email addresses should be formatted according to APA referencing.

2.4 Writing Style and Clarity

- Use **formal academic English**.
- Maintain **objectivity and precision** in presenting ideas.
- Avoid redundancy and colloquial expressions.
- Ensure smooth logical flow between sections.
- Proofread carefully for grammar, spelling, and consistency.

2.5 Originality and Ethical Considerations

- Submissions must be **original**.
- Already published research can be submitted.
- Properly cite all references and avoid plagiarism.
- If research involves human subjects, authors should indicate the details of ethical approval obtained.

2.6 Multimedia and Supplementary Files

Authors are encouraged to include multimedia elements or supplementary files that enhance understanding of their paper, such as:

- **Images or Graphics:** High-resolution (minimum 300 dpi), labeled, and referenced in-text.
- **Audio/Video Files:** Short clips (under 5 minutes), in MP4 or MP3 format, accompanied by brief captions or context descriptions.
- **Data Sets or Appendices:** Submitted as separate files in Excel, CSV, or PDF format.
- **Naming Convention:** Use clear and consistent filenames (e.g., *AuthorName_Figure1.png*).

All multimedia elements must be **original** or have appropriate permissions for use.

2.7 PDF Details and Specifications

To ensure consistency, accessibility, and fairness in the review process, authors must adhere to the following PDF requirements:

- Papers must be submitted in both **Microsoft Word (.docx)** and **PDF (.pdf)** formats.
- The **PDF version** must accurately reflect the Word document's layout, fonts, figures, and equations.
- Ensure the **PDF is unprotected**, with text selectable and searchable (no image-only scans).
- Embed all fonts and ensure figures are properly displayed.
- The PDF filename must follow this format:
 - *FirstAuthor_LastName_PaperTitle.pdf*

2.8 Anonymity Requirements

To facilitate a **peer review process**, authors must submit full version of their paper in MS Word (.docx) and PDF (.pdf) Format as per with the following requirements.

1. **Full Version (for publication):**
 - Include complete author details, affiliations, and acknowledgements.
 - Save as *FirstAuthor_LastName_PaperTitle.pdf*.
2. **Maintaining Anonymity When Referring to Your Own Work**

Please ensure that any reference to your own previous research is phrased in a way that preserves anonymity.

Avoid direct self-identification, e.g., do **not** write: "*In our previous study [8] we showed ...*"

Instead, use neutral phrasing such as: "*As shown in [8] ...*"

Refer to your own published or well-known work in the **third person** (the "Julius Caesar style"), e.g., "*Smith's earlier research [8] demonstrated ...*"

Reference as "anonymous" only work that you or co-authors have **submitted but not yet published**, e.g., [1].

Acknowledgements and citations to your own published work are permitted as usual in the final, non-anonymous version.

Papers that do not comply with the anonymity and file format requirements may be returned for correction prior to review.

2.9 Submission Guidelines

- **Format:** Microsoft Word (.docx) or PDF.
- **File Naming:** *FirstAuthor_LastName_PaperTitle.docx*
- Include a **short biography** (50 – 150 words) of each author at the end.
- Submit via the designated email address: mcsc@csc.gov.my provided in the Call for Papers.

2.10 Review and Evaluation Criteria

All submissions will undergo peer review based on:

- Relevance to conference theme and subthemes
- Originality and contribution to the field
- Clarity of objectives and methodology
- Quality of analysis and argumentation
- Organization, writing quality, and adherence to formatting guidelines.

2.11 Oral Presentation of Submitted Papers

- Accepted papers will be presented during the conference.
- **Presentation Duration:** 15 -30 minutes, followed by discussion.
- **Format:** PowerPoint
- **Language:** English Language or Dhivehi Language

Reference:

- American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). American Psychological Association.
- Civil Service Training Institute (2016). Guideline for Paper Submission for Maldives Civil Service Conference 2016. Civil Service Training Institute. Retrieved on September 6, 2025.
- Commonwealth Secretariat. (2018). *Research presentation and conference guidelines*. Commonwealth Secretariat.
- Fisher, J. P., Jasen, J. A., Johnson, P. C., & Mikos, A. G. (n.d.). *Guidelines for writing a research paper for publication* [PDF]. Retrieved September 6, 2025, from English-Research-Article-Writing-Guide.pdf
- IEEE. (n.d.). *IEEE conference paper formatting guidelines*. Institute of Electrical and Electronics Engineers. Retrieved from <https://www.ieee.org>
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- World Bank. (n.d.). *Conference paper and abstract submission guidelines*. World Bank.



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