



# STRATEGIC PLAN

2022-2024



PENSION OFFICE

# INTRODUCTION

The Strategic Plan 2022-2024 of the Maldives Pension Administration Office (Pension Office) was adopted by the Board on 15th June 2022. It determines the strategic priorities and enablers required to accomplish the mission of enhancing sustainability and attractiveness of the pension system, and fruition of our vision to ensure future pension security and stability.

The purpose of formulating this Strategic Action Plan (SAP) is to specify the pathway to achieve the objectives of the Strategic Plan by detailing the strategic priorities and identifying key activities, and implementation timeline. In addition, the SAP provides a monitoring and review mechanism to track progress and provide guidance on the way forward.

Strategic priorities will be realised through strengthening and empowering the strategic enablers. For each priority and enabler, key activities and outcome indicators are identified in the SAP. Similar to the consultative approach taken during the strategic planning phase, we will collaborate with stakeholders during the implementation process.

We are committed to implement the SAP with the support of our team and stakeholders, and confident that the strategic goals will be made a reality.

# SITUATION ANALYSIS

## STRENGTHS



- Maldives Retirement Pension Scheme (MRPS) is the biggest fund in the Maldives
- Established standards and procedures
- Embraced digitised and automated processes
- Established Information Security Management System
- Timely payments to beneficiaries
- Robust systems

## OPPORTUNITIES



- Private placement
- Technological initiatives by the Government
- Role in pension and social policy
- Social security awareness
- Research and data analysis
- Advocating for better financial policies

## THREATS



- Growing national debt
- Lack of financial literacy
- Limited investment opportunities
- Abrupt policy changes
- Lack of legal framework for investments
- Lack of Pension Information System that aligns with new technology
- Lack of willingness to contribute
- Difficulties in acquiring foreign currency to diversify into overseas investments

# STRATEGIC DIRECTION



## OUR MISSION

### To enhance the sustainability and attractiveness of the pension system

We will:

- Promote the basic principles of earning, saving, and investing now to finance future pension income with fairness and intergenerational equity.
- Produce reliable information and up to date analytics to support decision-making.
- Reinforce confidence in the pension system through communication, dialogue, and education, to increase understanding of how we operate the pension system.

We believe that the success of our collaborative endeavours will enable all citizens and residents to proudly participate.



## OUR VISION

### Ensure future pension security and pension stability of our people

## OUR CORE VALUES



### Integrity

High standards of honesty and transparency to preserve impeccable image nationally and internationally.



### Collaboration

Committed to openness, build and maintain positive relationships with our stakeholders and partners and collaborate for mutual benefit.



### Accountability

Take ownership of our work and strive to deliver excellence, always focusing on finding solutions.



### Innovation

Value new ideas and new ways to interpret and understand surroundings and emerging trends.



### Excellence

Deliver the best results through passion, dynamism and determination and ensure highest level of performance.

# STRATEGIC PRIORITIES

## PRIORITY - 1



### DIVERSIFY INVESTMENTS

As we strive to increase the return on investments for MRPS members, we will focus on balancing the risk and return and to increase the long-term investments which will yield higher returns. Our Statement of Investment Principles together with Strategic Asset Allocation will be reviewed and aligned to achieve this objective. We will also formulate rules and procedures to facilitate private placements and alternative investments.

The existing legal and regulatory framework will be assessed to explore every opportunity available in the market to diversify the investment portfolio. Our aim is to introduce new sectors and asset classes domestically with a robust due diligence process in place. In addition, we will formulate a Foreign Currency Accumulation Strategy to facilitate portfolio diversification and reduce exposure risks.

During diversification and while exploring new investment opportunities, we will define an appropriate risk appetite for MRPS assets in order to maintain the risk, return and portfolio optimization balance.

## PRIORITY - 2



### ENHANCE MEMBER BENEFITS AND SERVICES

Our foremost priority is to ensure adequate retirement benefits for the members. While preserving this priority, we will proactively work towards introducing additional and exclusive benefits to enrich member experience and participation.

In our strategic effort to improve the retirement outcome of members, we will invest in an office building to generate revenue and work towards reducing the administrative fees levied on members.

A nationwide effort will be initiated to increase coverage and strengthen compliance mechanisms. Our aim is to collaborate with members and stakeholders in establishing mutual partnerships working towards impacting the community in a socially responsible and sustainable manner.

To create awareness on financial literacy we plan to establish a resource centre as an avenue for financial education and creation of a financially literate society.

## PRIORITY - 3



### AWARENESS AND RESEARCH

To increase public confidence and awareness in MRPS, we will run a nationwide brand awareness campaign through various mediums.

We will focus on creating a research group that would produce papers and proposals on pension and social security to increase confidence in the system, and to facilitate data backed decision-making. Further, we will create an avenue through forums for researchers and industry experts to present their studies.

We will review the policies to address the gaps, facilitate adequate benefits and propose required reforms to strengthen the pension and social security system.

## PRIORITY - 4



### DIGITAL TRANSFORMATION

Through digital transformation, simple, efficient and reliable services will be developed to enhance the experience of members and employers. This will be achieved by reengineering existing processes and services to more manageable microservices that caters to current and future requirements.

Data warehousing will significantly improve the speed and efficiency of accessing and sharing different data sets to provide useful insight into the operations and stakeholders requirements.

The transformation will enable the development of infrastructure and skills required to leverage rapidly evolving technologies for competitive advantage in the digital economy.

# STRATEGIC PRIORITIES

## SPECIFIC INITIATIVES



- Mature strategic initiatives
- New focus strategic initiatives
- Strategic initiatives with work in progress

# STRATEGIC ENABLERS

## ENABLER - 1



### PEOPLE

People are the biggest asset of any organisation and we will work to create a high performing workforce that has the capability to adapt to the changing needs and trends. We will pave the way for our team to be upskilled through investing in tailored training and development opportunities.

As we focus on retaining talent, our focus is to implement human capital strategies that are oriented towards a culture of growth. We will continue to improve staff engagement and performance through recognition programs and by fostering a result oriented team culture.

## ENABLER - 2



### GOVERNANCE

We will strengthen the governance and reporting mechanisms in place to implement a transparent and accountable system that focuses on identifying and mitigating risk. Innovative functional enhancements will be brought to the internal audit function as part of efficiently managing audit activities.

We will review the gaps in the existing Pension Act and seek input from stakeholders. In addition, we will propose amendments to the Pension Act and regulations to strengthen the legal framework and improve governance.

## ENABLER - 3



### SYSTEMS

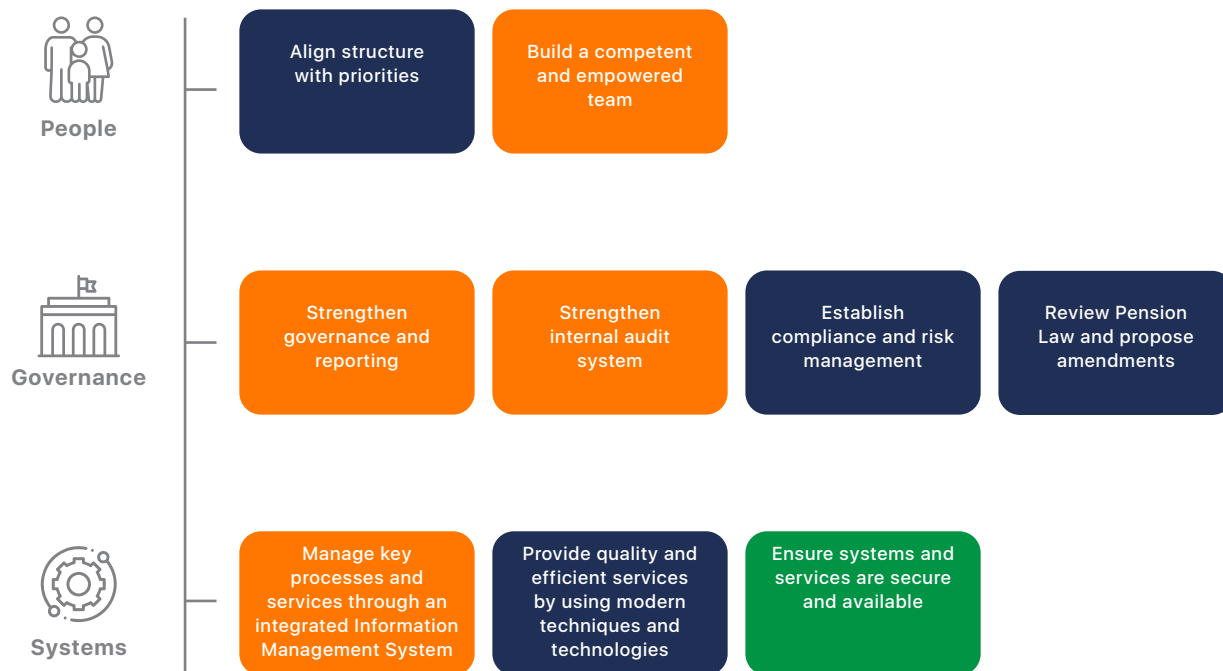
Our technology priority is to make processes and services modern, simple, efficient and secure, and provide services through an integrated system. We will embrace proven and emerging technologies to increase our digital capabilities and establish an open-minded culture to embed agile services and automation throughout the organisation.

We will adopt and upgrade our capabilities in serverless computing, artificial intelligence, everything-as-code methodology, and machine learning.

We will continuously challenge the status quo and experiment in the latest technologies to offer seamless round the clock services to add value to our members and stakeholders.

# STRATEGIC ENABLERS

## SPECIFIC INITIATIVES



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# KEY INITIATIVES 2022-2024



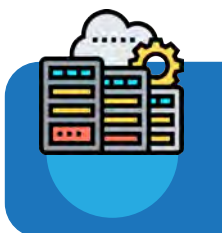
## INTRODUCE ATTRACTIVE PENSION PRODUCTS

- Introduce unemployment insurance benefits.
- Introduce terminal illness benefits.
- Revamp the housing benefit scheme.



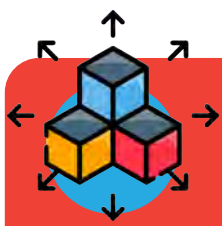
## INCREASE COVERAGE

- Build confidence and trust in MRPS through targeted branding efforts.
- Conduct a nation-wide campaign to increase member participation.
- Strengthen the compliance mechanism and introduce Employer Rating System.



## IMPLEMENT DATA CENTER

- Establish a Data Center that caters to the needs of internal and external stakeholders.
- Develop and implement a data warehousing solution.
- Implement data analytics into applications and services.



## DIVERSIFY PORTFOLIOS

- Seek investment diversification options to achieve portfolio optimisation.
- Review and align the legal, regulatory and procedural frameworks to enable investment diversification.
- Develop a foreign currency accumulation strategy to enable international diversification.
- Establish due diligence and risk management frameworks to ensure a robust investment management process.



## BUILD COMPETENT AND EMPOWERED TEAMS

- Enhance staff engagement and team spirit to create a positive workplace culture.
- Provide tailored training and development opportunities.
- Strengthen performance management mechanism.



## STRENGTHEN THE GOVERNANCE FRAMEWORK

- Implement innovative enhancements to Internal Audit.
- Establish a governance framework focused on identifying and mitigating risk.
- Review Pension Law and propose required amendments.



## RESEARCH CLUSTER

- Produce research papers on various topics such as pension, social security, investments and the financial sector.
- Promote research based decision-making.
- Create an avenue for researchers and students to showcase their research studies.



## ELDERLY COMMUNITY CENTRE

- Develop a space for senior citizens to socialise and engage in activities that promote health and wellbeing.
- Provide one-stop services for senior citizens.
- Create a place to run programs for senior citizens.



## PARKS FOR SENIOR CITIZENS

- Provide opportunities for senior citizens to strengthen social connections and social interaction.
- Establish a designated safe space for senior citizens to be physically active and promote a healthy lifestyle.
- Create an environment that fosters intergenerational connections in a natural and recreational environment.



## RESOURCE CENTRE FOR FINANCIAL EDUCATION

- Promote financial literacy.
- Establish an avenue where people can access educational resources on finance and interact with common interest groups and experts.
- Build a learning culture.



## OFFICE BUILDING

- Develop an office building for the administration of Pension Office and MRPS.
- Generate income to reduce the administrative fee levied on MRPS members.
- Expand operations and accommodate future needs of Pension Office.