OFFICE OF THE PRIME MINISTER

Directorate General (Support Services)

The role of the Directorate General (Support Services) within the Office of the Prime Minister is that of providing support and advice to the Office of the Principal Permanent Secretary. Furthermore, it also has a number of objectives that are necessary for the administration of the Departments, Directorates, Units and entities within the Ministry.

The main responsibilities include:

- Actively participating and taking the key role in the drafting of the Ministry’s Annual financial estimates. The responsibilities entailed the consulting heads in view of presenting a consolidated financial request to the Ministry of Finance (MFIN);
- Taking an active role in the Ministry’s Human Resources Capacity Building after discussing and consulting with the Departments. Directorates, Units and Entities and meeting with representatives from PAHRO and MFIN;
- Holding regular meetings with Heads to discuss issues related to financial, human resources or of an operational nature.
- Providing advice and direction to Heads in the preparation of operational plans to support the Ministry in effectively carrying out the policy directives;
- Providing support and advice to the Directorates and Units directly under the responsibility of the Directorate General (Support Services) namely the:
  - Finance and Administration Directorate
  - Government Printing Press
  - Department of Information
  - Policy Development & Programme Implementation Directorate
  - Information Management Unit
- Through delegated authority considered and where necessary approved requests, to Departments, Directorates, Units and Entities as required in the Public Procurement Regulations 2010, the PSMC and Ministry of Finance Circulars;
- Chaired the Ministry Departmental Contracts Committee.

Finance and Administration Directorate

INTRODUCTION

During 2013, the Finance and Administration (formerly Operations) Directorate continued with providing continuous support to Secretariats, departments, divisions and authorities under the portfolio of the Office of the Prime Minister.

The services provided by the Finance and Administration Directorate are in the fields of finance, office management, human resources and tendering procedures. The following branches are responsible to provide an efficient and effective service:

- Finance and Administration
- Human Resources
- Office Management
- Operations

FINANCE AND ADMINISTRATION

The Finance Branch was responsible for the administration of funds provided under the Revenue, Recurrent and Capital Votes of the Office of the Prime Minister. The indicated
allocations included funds provided to the Prime Minister’s Secretariat, the Parliamentary Secretary’s Office for Planning and Simplification of Administrative Processes, the Parliamentary Secretary’s Office for Justice, the Principal Permanent Secretary’s Office, the Cabinet’s Office, the Public Administration Human Resources Office, the Centre for Development, Research and Training and the Internal Audit and Investigations Department. During 2013, this Branch managed funds allocated under OPM’s portfolio in an effective and responsible manner while it also ensured to provide a high standard of financial and administrative support as and when required.

In 2013, the Finance Branch was responsible for the procurement of goods and services, as its officials raised commitments and settled relative invoices within a stipulated period of time through the various Departmental Accounting System routines. During 2013 the total number of transactions processed through DAS was 11,962.

The Finance and Administration Branch was also responsible for the issue of overseas travel advances for officials travelling abroad on official duties. During 2013, the number of advances issued totalled to 239.

In 2013, the Finance Branch also made the necessary research and verifications through DAS and other records to draft replies to 50 Parliamentary Questions.

This Branch also worked closely with the Information Management Unit when handling financial commitments related to IT Projects.

During the year, the Finance Branch also gave its contribution in drafting the Ministry’s Financial Plan for 2014 which subsequently led to the 2014 Annual Financial Estimates.

Other tasks carried out by the Branch in 2013 entailed the following:

- Submitting to the Ministry of Finance the Revised Reports of the Revenue, Recurrent and Capital Votes on a monthly basis;
- Submitting to the Treasury Department, Accrual Accounting Reports on a quarterly basis;
- Requesting reimbursement in respect of costs related to travel carried out by officials when attending Council and Commission meetings;
- Submitting financial returns required from time to time by the Ministry of Finance, the Treasury Department and the National Statistics Office;
- Submitting a list to the VAT Department indicating details of suppliers who failed to forward a fiscal receipt in respect of a payment made;
- Recording newly-acquired moveable and immovable assets and informing departments to update the respective asset inventory records;
- Keeping up records of inventory items and submit updated lists to the Treasury Department on a 6 monthly basis;
- Raising of structural funds purchase orders on DAS
- Raising of claims for reimbursement of EU-funded projects;
- Raising of requests for reimbursement of salaries of officials whose emoluments are eligible for refunds from Technical Assistance.

**HUMAN RESOURCES BRANCH**

Throughout 2013 the Human Resources Branch within the Finance and Administration Directorate provided the necessary structure and ability to meet the various and continuous needs within the Office of the Prime Minister. Amongst the tasks administered by the unit one finds the drafting of employment contracts, the day-to-day administration of the OPM payroll and the provision of advice with regards to employment conditions.
The Branch discussed and collected the Ministry’s Capacity Building programme and presented to MFN for discussion with the respective Heads. As per exigencies that arose within in the various departments, divisions, directorates and entities within OPM, the HR Branch also assisted in the issuing of calls for applications for various Positions/Posts. To further explain this process one must take into consideration the drafting of calls, the receipt of applications, filtering of calls, set-up of interviewing boards, publications of results, hearing of appeals and approvals required. This in relation to the issue of the Public Service Commission (Amendment) Regulations, 2012 and the Delegation of Issue of Calls for Applications in the Public Service.

With a change in Government in March 2013, the Human Resources Branch was also entrusted with the drafting of the contracts of staff within the new Prime Minister’s Secretariat and other Secretariats falling under the remit of OPM.

The HR Branch also carried out a thorough exercise to assist in the finalisation of the OPM annual budgetary estimates, namely Personal emoluments. This task included the input of all required calculations to aide in the provisions and forecast of budgeting.

Other ancillary duties carried out by the HR Branch included:

- Vetting of attendance sheets and keeping records of any leave availed of by employees;
- Constant point of referral to HR issues arising from various departments/entities/directorates within OPM;
- Ensuring the timely submissions of returns, Performance Management Programme, progressions, promotions and other entitlements;
- Regular updating of the ministry's staff list;
- Administrating the OPM payroll at line Ministry level;
- Ensuring that family-friendly measures are adhered to as per PSMC and keeping up-to-date records accordingly.

**OFFICE MANAGEMENT BRANCH**

The main responsibilities of the Office Management Branch are to provide the maintenance and upkeep of premises within the Office of the Prime Minister, assuring transport facilities and assistance in activities held at the Auberge de Castille, Villa Francia and Girgenti Palace. In addition the Branch provides guidance and direction regarding renewal of service agreements and the procurement of stores and other consumeables as necessary.

Service agreements were renewed when and as required. When possible, this Office sought that any extension of services would be finalised without any additional costs.

The Branch also provided support in works related to the issuing of Tenders and seeking of quotes for the procurement of various office items. This Branch encourages procurement based on environmental protection.

Office Management industrial personnel and domestic staff were responsible for the maintenance and upkeep of the Auberge de Castille and other buildings that fall in the OPM remit.

Offices at the Prime Minister Secretariat and the Government Customer Care Unit (GCCU) were redecorated, and soffit ceiling replaced at the GCCU. Maintenance work was also carried out at the Office of the Parliamentary Secretariat for Planning and Simplification of Administrative Process.

Refurbishment, including the replacement of toilets and a new kitchenette was carried out on the second floor at 3 Castille Place second floors. By the end of 2013, the new airconditioning system in this building was in a very advanced state of completion.
There was renovation work at the offices of the Parliamentary Secretariat for Justice. Routine maintenance of existing offices was carried out when and as required at the Auberge de Castille.

This Branch administers a fleet of cars numbering approximately 6. Continuous support for servicing and repairs was given throughout the whole year. Transport and messenger services were offered by Green Travel System. The Reception Staff of the main Reception at this Office falls under the responsibility of this Branch. The Reception is responsible for the reception area, and the support to visitors at the Auberge De Castille.

In 2013 Office Management continually provided full support during activities held at Castille. These activities consisted of: Press Conferences, Dinners and other activities/exhibitions. This section took an active part in the 2013 annual Notte Bianca festivities.

**OPERATIONS BRANCH**

The Operations Branch is mainly responsible for tendering procedures, the coordination of the process of the drafting of Parliamentary Questions and the administration of the OPM Registry. Other work carried out by the Branch includes matters relating to Occupational Health and Safety.

The service provided included the drafting of the tender and call for quotations documents, the issuing of these tenders and quotations and in the adjudicating reports.

During 2013, the Departmental Contracts Committee held 28 sittings during which a number of issues were considered such as approval of clarification to tenderers, cancellation of tenders and fresh tenders. During the year the Departmental Contracts Committee considered reports and recommendations for 30 tenders submitted by 9 different Contracting Authorities.

The Registry continues to be a core function within the Directorate and continued to provide service to the secretariats and departments at this Office. The Registry uses a DOCREG system to acknowledge and track files and correspondence throughout the system. During the year, the Registry handled the following:

<table>
<thead>
<tr>
<th>Letters registered on DOCREG system</th>
<th>4,005</th>
</tr>
</thead>
<tbody>
<tr>
<td>New OPM Confidential files</td>
<td>12</td>
</tr>
<tr>
<td>New OPM files</td>
<td>1,109</td>
</tr>
<tr>
<td>New PAHRO files</td>
<td>957</td>
</tr>
<tr>
<td>New Personal Files</td>
<td>1,016</td>
</tr>
<tr>
<td>New Parliamentary Questions Files</td>
<td>785</td>
</tr>
<tr>
<td>Distribution of OPM/PAHRO Circulars</td>
<td>39</td>
</tr>
</tbody>
</table>

Parliamentary Questions which are of an urgent nature, and take priority over other work have to be replied by a specific date. During the year, the PQ Unit dealt with 785 PQs addressed to the Prime Minister, 104 of which were directly related to this Directorate. In most cases, these PQs were submitted on time.

During the year, a fire risk assessment was held at the Auberge de Castille, in terms of the legal requirements provided for by the OHS Act and was carried out by the Civil Protection Department. A follow up Plan was carried out to ensure compliance with the considerations included in the Report. Furthermore, courses were held for those officers who were nominated as first aiders and fire/evacuation officers within the Departments, Divisions and Units at the Office of the Prime Minister.
**Printing Press**

**INTRODUCTION**

During 2013 the Government Press continued to provide an efficient printing service to Ministries, Government Departments and other agencies. All demands were met even though there were various instances where the press was given very short lead times.

### PRINTING OF GOVERNMENT GAZETTE AND SUPPLEMENTS

<table>
<thead>
<tr>
<th></th>
<th>Issues</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Gazette</td>
<td>179</td>
<td>14,096</td>
</tr>
<tr>
<td>Legal Notices</td>
<td>454</td>
<td>5,344</td>
</tr>
<tr>
<td>Bills</td>
<td>32</td>
<td>638</td>
</tr>
<tr>
<td>Acts</td>
<td>20</td>
<td>488</td>
</tr>
<tr>
<td>KLBL Bye Laws</td>
<td>3</td>
<td>24</td>
</tr>
</tbody>
</table>

All Supplements are published together with the Government Gazette which is our main publication. Apart from the twice weekly (Tuesdays & Fridays) publications, other extraordinary editions of the Gazette are printed according to exigencies.

**Other Jobs undertaken during the year included**

- Electoral Registers for General, Local Council and European Parliament Elections (April & October 2013)
- Ballot papers and other related material for General and Local Council Elections held in March.
- Annual Reports of various Departments including Parliament, Ombudsman, House of Representative, Auditor General etc.
- NSO Statistical Publications and questionnaires.
- Education Department Books for Primary and Secondary Schools.
- Pre-Budget Document.
- Printing in connection with Notte Bianca and L’Istrina 2013.

**General and Local Elections**

The Elections were held during the month of March. The Government Press undertook all the printing requirements connected with these Elections. The preparations start early with the printing of all the stationery requested by Electoral Office and Counting Hall, followed by the printing, counting and sealing of the Ballot Papers. Voluminous extraordinary Government Gazettes were published re the Voting Document accounts. The Results were published in an extraordinary edition of the Government Gazette.

**Budget 2013**

The usual publications in connection with the presentation of the Budget, i.e. the Financial Estimates, Economic Survey, Budget Speech and *Diskors tal-Budget* were delivered on time with a very tight schedule. Another publication published on the same day was the Budget Document.
Administration

- The existing Strong Room at the Press was completely reinvented due to the exigencies of the Electoral Commission and is now complete with fire door, alarms, fire extinguishers and CCTV with access from Electoral Office.
- Ongoing stock-taking exercises of existing paper in store to avoid unnecessary expenditure on idle and slow moving stock.
- General maintenance of the premises, including sub-station, water pumps, generator and the rendering and painting of the exterior of the factory.
- During 2013 the Press successfully continued to reduce arrears of revenue due to the GPP by other Government Departments and entities.

Additional Machinery

- A new Digital Printing Press was installed at the Press, an investment of €50,050. Training of staff was carried out at the Press.

Environment

- The ongoing promotion of the use of Recycled / Ecological Paper to Government Departments and Ministries. Since January 2009 the Government Gazette and Supplements are still being printed on recycled paper.
- Paper and plastic waste is being separated at the Press and sent for recycling.
- Used aluminium printing plates are being sold by tender to be recycled.

Health and Safety

- Complete maintenance of the fire-fighting equipment is ongoing.
- Continue to increase the use of battery operated palletizers to minimise the risk of back injuries.
- All staff in the shop floor are kitted with safety shoes.
- In-house clinic at the premises in regularly maintained and kept fully functional to treat minor incidents.

List showing Tenders Awarded in 2013

<table>
<thead>
<tr>
<th>Reg. No:</th>
<th>Description</th>
<th>Advert No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>GPP266/12</td>
<td>Energy Efficient Colour Digital Printing Machine</td>
<td>3/2012</td>
</tr>
<tr>
<td>GPP271/13</td>
<td>Tender White Offset Cartridge Paper 80gsm</td>
<td>1/2013</td>
</tr>
<tr>
<td>GPP272/13</td>
<td>Tender for Recycled Offset Cartridge Paper 80gsm</td>
<td>2/2013</td>
</tr>
<tr>
<td>GPP277/13</td>
<td>Tender Green Bristol Board 250gsm and White</td>
<td>3/2013</td>
</tr>
<tr>
<td>GPP279/13</td>
<td>Tender of Matt Art Paper 130gsm and Matt Art Board 250gsm and 300gsm</td>
<td>4/2013</td>
</tr>
</tbody>
</table>
Production Report by Category (01/01/2013 – 31/12/2013)

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Jobs Delivered</th>
<th>Total ( € )</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letterheads</td>
<td>101</td>
<td>19,604</td>
</tr>
<tr>
<td>Complimentary Cards</td>
<td>31</td>
<td>2,653</td>
</tr>
<tr>
<td>Visiting Cards</td>
<td>227</td>
<td>17,823</td>
</tr>
<tr>
<td>File Cover</td>
<td>176</td>
<td>43,988</td>
</tr>
<tr>
<td>Forms</td>
<td>638</td>
<td>199,631</td>
</tr>
<tr>
<td>Envelopes</td>
<td>51</td>
<td>7,392</td>
</tr>
<tr>
<td>Invitations</td>
<td>94</td>
<td>5,498</td>
</tr>
<tr>
<td>Books (16pp+)</td>
<td>54</td>
<td>63,075</td>
</tr>
<tr>
<td>Multiple Sets</td>
<td>76</td>
<td>70,815</td>
</tr>
<tr>
<td>Leaflets / Brochures</td>
<td>44</td>
<td>21,501</td>
</tr>
<tr>
<td>Booklets (-16pp)</td>
<td>94</td>
<td>87,372</td>
</tr>
<tr>
<td>Government Gazette</td>
<td>179</td>
<td>1,129,574</td>
</tr>
<tr>
<td>Act</td>
<td>20</td>
<td>45,817</td>
</tr>
<tr>
<td>Legal Notices</td>
<td>454</td>
<td>456,463</td>
</tr>
<tr>
<td>Bill</td>
<td>32</td>
<td>63,672</td>
</tr>
<tr>
<td>LCBL</td>
<td>3</td>
<td>2,912</td>
</tr>
<tr>
<td>Publications Extra</td>
<td>36</td>
<td>676</td>
</tr>
<tr>
<td>Stock Items</td>
<td>107</td>
<td>11,072</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>65</td>
<td>5,812</td>
</tr>
<tr>
<td>Blank Paper</td>
<td>52</td>
<td>5,074</td>
</tr>
</tbody>
</table>

Jobs listed above were ordered by 108 different Ministries, Departments, Organisations and other entities.

**Public Administration HR Office**

**MISSION STATEMENT**

To formulate, develop and promote progressive human resources policies, strategies and management systems in support of the business of Government and for the delivery of an efficient service to the public.

**The Organisation**

The Public Administration HR Office, within the Office of the Prime Minister, is led and coordinated by the Director General (PAHRO), supported by the workings of three (3) important directorates, namely, Resourcing, Employee Relationship Management and HR Management Systems. During 2013, the Public Administration Collective Bargaining Unit joined PAHRO.

The Director General (PAHRO) provides continuous support and advice to the Principal Permanent Secretary and through him to the Prime Minister or the Minister responsible for HR management in the Public Administration.

The Director General (PAHRO) directs, supervises and co-ordinates the functions and activities of the directorates constituting the Public Administration HR office and oversees
the implementation of the provisions of the Public Administration Act, as far as public administration is concerned. Whilst providing central direction to line ministries on the strategic, tactical and operational functions of HR management, this office contributes to the collective management of the Public Administration by contributing towards the creation and formulation of HR policies that address both organisational and workforce needs. HR systems and processes are constantly streamlined with the aim of reducing the bureaucratic overload and to increase efficiency. This office also formulates and implements innovative HR management ideas, methods and techniques.

One of the main highlights of 2013 was the formulation of a Human Resources and Skills Development Strategic Policy Framework, geared towards a renewed way of managing the most important resource in the Public Administration - the Employees. This document was built upon a two step approach, whereby it first presented the current scenario, thus enabling the identification of the salient gaps that need to be bridged in order to align the Public Administration’s Human Resource Management practices and policies with Government’s overall strategic direction. The required Strategic Objectives and Initiatives were formulated with the aim of addressing resultant gaps, feeding new requirements for inclusion in subsequent strategic programmes, as well as the creation of a culture of continuous improvement and strategic thinking. The Strategic Policy Framework also provides for the designing of a system which is focused on ensuring that the vision it provides is eventually transformed into tangible action.

Another initiative undertaken in 2013 was the operational review of PAHRO by the Management Efficiency Unit (MEU). The aim was to review existing policies, processes and procedures within existing legal frameworks. The recommendations presented by the MEU are currently under discussion with a view to devise a staged implementation process in order to commence the implementation of this review.

On the EU dimension, the Director General, PACBU officials, and two (2) PAHRO Directors actively participated and represented the Public Administration in the European Union Public Administration Network (EUPAN). Malta’s participation in the EUPAN network does not only ensure that Malta’s national position in the HR field is adequately represented but that the Maltese Public Administration is kept abreast on the developments occurring on the European platform.

Gender Mainstreaming

In line with OPM Circ 15/2012, the Public Administration HR Office (PAHRO) strives to take a pro-active approach to gender mainstreaming when establishing regulations, policies and guidelines in the areas of recruitment, selection, appointment, transfer, promotion and progressions. The requirements emanating from the Public Service Commission Regulations (PSC), the Employment and Industrial Relations Act (EIRA) and any other pertinent laws and legislations are, in turn, regulated in the Public Service Management Code (PSMC). Moreover, through appropriate clarifications in the PSMC, further responsibility is devolved onto Ministries and Departments so as to ensure that their operations are gender neutral.

In this regard, PAHRO is certified in the Equality Mark, issued by the National Commission for the Promotion of Equality (NCPE).

EMPLOYEE RELATIONSHIP MANAGEMENT DIRECTORATE

The mission of the Employee Relationship Management Directorate is to provide support and advice on human resources management, particularly in the sphere of employee relations. It is also entrusted with the formulation, launch and monitoring of policies which
seek to adapt the workforce of the Public Administration, and the Public Service in particular, to modern management methods; thus enabling it to respond to the programmes of government and the needs of the public.

The Directorate is at the forefront in identifying, developing and monitoring HR practices. One of the main objectives of this Directorate is to continuously improve the conditions of service of public employees, with a view to foster high levels of motivation, productivity and discipline in the Public Administration. In this light, the Public Service Management Code (PSMC) is continuously being updated. Moreover, user-friendly manuals are formulated, developed and updated to further facilitate access to information.

**HR Compliance and Service Quality Audit**

During the third quarter of 2013, the Employee Relationship Management Directorate (ERM) within PAHRO, performed an HR Compliance and Service Quality Audit across all line ministries. The focus of this audit was the reviewing of processes of three Family-Friendly Measures (Teleworking, Reduced Hours and Flexi-Time), to encourage best practice, streamline compliance to the Public Service Management Code (PSMC) and correct discrepancies wherever necessary. The main objective of this audit was the fine-tuning and improvement of these three policies, with a view to promoting a more sustainable work-life balance, which in turn would enhance the ongoing engagement of employees.

The methodology used by ERM included four tools. The first tool was a semi-structured meeting which was held with fifteen Directors responsible for HR, and during which the implementation and impact of these policies was discussed. The second tool involved a review of documents. This entailed the assessment of a randomly selected sample of files, for compliance with PSMC requirements. The third tool took the form of a questionnaire which was sent to all 2,715 beneficiaries of the policies under review, and through which important data regarding the impact of the policy on each beneficiary was gathered. The fourth tool was the organisation of focus groups for beneficiaries from different Ministries, who wished to further voice their opinions on the impact of the policies concerned.

On the strength of the valuable information gathered during the HR Compliance and Service Quality Audit, the current situation regarding the three policies under review was gauged and a final report is being drawn up with the conclusions and appropriate recommendations.

**Employee Support Programme (ESP)**

In line with Government’s objectives to promote the physical and psychological well-being of its employees, in 2011, PAHRO launched the Employee Support Programme (ESP) for Public Employees. This project is co-financed by the European Social Fund, Operational Programme II, Cohesion Policy 2007-2013.

The Employee Support Programme is designed to deal, on a short-term basis, with a broad range of difficulties, such as work-related stress, mental health and emotional stress, marital and family concerns, bereavement and terminal illness, addictive behaviour and disability issues. The support is provided by six partner organisations, namely, the Foundation for Social Welfare Services (FSWS), the Malta Hospice Movement, the National Commission for Persons with Disability (NCPD), OASI Foundation, Richmond Foundation, and Cana Movement.

One of the major components of this project was the mapping exercise which was aimed at identifying psycho-social and disability issues, as well as the training needs in employee support across the Public Administration. The mapping was completed in June 2012. Consequently, two final overall strategic reports, encompassing the findings and results of
the mapping, as well as the recommendations made by the mappers, were drawn. The Employee Relationship Management Directorate presented the findings and results of the Administration-wide mapping exercise during an interim conference for top management officials in the Public Administration.

Following the situation-needs analysis, which was concluded in 2012, a number of training sessions, addressing all levels of employees, were delivered. These training sessions were aimed at increasing awareness on an array of psycho-social and disability issues, as well as training HR Managers, officers with people management responsibilities, and middle management in employee support. A total of 79 HR Officers and Psychologists, benefited from certified vocational training in employee support. The training, of officers in middle management positions, was delivered by the Partner Organisations, and covered a total of 111 participants. Moreover, the Partner Organisations delivered 133 awareness sessions, thus reaching a total of 2389 public employees. These sessions were aimed at equipping employees at all levels, to better address psycho-social and disability issues, both at the workplace and in their private lives, thus encouraging a culture of well-being and employee support across the Public Administration.

Throughout the year under review, a total of 141 public employees accessed the ESP Unit for individual support. The majority of beneficiaries accessed the Unit on account of personal issues which were affecting their mental and psychological health.

Owing to the demand for the service offered by the ESP, the project completion date was extended till March 2015. As a result of this extension, additional training sessions, aimed at raising awareness in employee support, will be provided. Moreover, the amount of individual training sessions will also be increased.

In order to reinforce the training offered by the ESP Unit on employee support, PAHRO embarked on an educational campaign aimed at reaching all public officers. The educational campaign consisted of an information leaflet on stress, which was distributed to all public employees. An executive summary was also distributed to officers in top management positions, to outline the main findings and recommendations emanating from the final overall strategic report of the Public Administration-wide mapping exercise.

In June 2013, the responsibility for the implementation of the ESP Project was re-assigned to the Employee Relationship Management Directorate, within the Public Administration HR Office.

**Donation of Vacation Leave/Time-off-in-lieu**

The Employee Relationship Management Directorate is pleased to note that the policy 'Donation of Vacation Leave/Time-off-in-lieu', is reaping fruitful results. By December 2013, a total of 5347.75 hours were donated to the central fund, and 17% from this total has been transferred to public employees for humanitarian reasons. Moreover, a further 3566.75 hours of vacation leave and/or time-off-in-lieu have been donated on a person to person basis.

**Codification of Policies**

This Directorate ascertains congruency in decisions concerning similar situations. In light of this understanding, decisions and policy adjustments are continuously recorded and documented to ensure continuity, future posterity and that policy updates reflect current workplace and workforce needs.

**Permanent Employment with Public Entities**
The Directorate carried out an exercise to identify the pensionable public officers who are detailed / deployed with public entities and who reached pensionable age by the end of 2013. The identified serving officers were offered the opportunity to take up permanent employment with their respective entities, so as to benefit from the provisions of article 8B of the Pensions Ordinance. The officers who accepted to take such an offer were given permanent employment with their respective entities and they benefited from a treasury pension based on their analogous Public Service grade.

The Directorate was involved in three (3) Classification Boards which were set up to establish the analogous Public Service grade of a number of public officers who took up permanent employment with the Water Services Corporation, Transport Malta and State Colleges.

**Discipline**

The Directorate continued to extend its support to line Departments in the management of disciplinary cases. This was done in various ways, namely:

- the issuing of directives, advice and instructions to line Departments on the interpretation, management and processing of various types of disciplinary cases;
- the regular auditing of the exercise of discipline by Heads of Department under delegated authority through the periodic reports containing information about all disciplinary measures taken within their areas of jurisdiction. Corrective action was taken by the Directorate, whenever necessary;
- consultation with the PSC and other stakeholders on the interpretation of a number of provisions of the Disciplinary Regulations.

**Public Officers Elected to Parliament**

In order to encourage public officers, elected as Members of Parliament, to participate actively in the political well-being of the country, directives were issued, thus enabling these officers to be released from their duties as public officers in order to attend activities related to House business. The policy provides for the release of officers on activities held in or outside the House (e.g. attendance for Committee meetings, travelling abroad on parliamentary delegations, attendance for official events, etc). However, these officers may not be released to attend to their constituency. The relevant PSMC provision was amended accordingly.

**Sexual Harassment**

As an equal opportunities employer, the Public Service does not tolerate any form of sexual harassment at the workplace. In line with this principle, the policy regarding the prevention of sexual harassment was amended. This policy now provides that when a Director considers that the alleged sexual harassment is clearly and unambiguously a crime, the Director should immediately report the alleged offence to the police authorities to be investigated under criminal law. If the Director considers that the alleged harassment may have elements of a criminal nature, the Director should consult with the Attorney General.

**Re-Instatement of Former Police Officers**

In order to address prevailing recruitment requirements and enlist the largest possible number of former police officers who had served creditably in the Police Force, the criteria...
for re-instatement was revised. Hence, to be considered for re-instatement, former police officers should:

- have either resigned or retired on completion of 25 years service in the Police Force;
- be under 58 years of age and preferably not have left the Police Force for more than 15 years;
- not be guilty and convicted of a serious criminal case;
- not have been subject to internal discipline more than once every 12 months and ten times in their whole length of service; and
- be medically fit.

**Maternity Leave & Adoption Leave**

Maternity and adoption leave entitlements were increased from sixteen (16) to eighteen (18) weeks.

An employee may choose to avail herself of additional maternity leave beyond the first fourteen (14) weeks on full-pay, i.e. a further period of up to four (4) weeks, in whole or in part. During this further period, the employee is entitled to the applicable benefits in terms of the Social Security Act.

In the case of adoption leave, public employees are entitled to a fixed weekly rate equivalent to the Maternity Leave allowance in terms of the Social Security Act for the further period of up to four (4) weeks.

**Unpaid Parental Leave to Category ‘A’ employees**

Officers occupying a Headship / Directorship / Assistant Directorship position are entitled to avail themselves of period of up to four (4) months unpaid parental leave on the grounds of birth, adoption, fostering or legal custody of a child. During this period of unpaid parental leave the Headship / Directorship / Assistant Directorship need not be terminated.

The period taken as unpaid parental leave will be reckonable as forming part of the six (6) creditable years in the position required for tenure as Officer in the respective Grade.

This unpaid leave may be availed of in established periods of one (1) month each and, in agreement between the Head of Department and the officer concerned, may be taken on a full-time, part-time or in a piecemeal way.

**Policy Decisions**

The following policy decisions were taken during the period under review:

*Adoption from Abroad*: In cases of international adoptions, prospective adoptive parents may utilise one (1) week adoption leave from the eighteen (18) weeks entitlement for travel purposes connected with last court session for the award of the adoption decree; i.e. before adoption is officially approved by the competent authorities. In exceptional and specially deserving cases, this special concession may be increased from one (1) week to two (2) weeks.

*Political Participation*: Public officers in salary scale 6 (or equivalent) and lower, who occupy a politically-free post, may be granted unpaid leave on grounds of public policy in order to act as personal assistant to the Leader of a political party represented in Parliament. This unpaid leave which shall be renewed yearly may be granted for the duration of the
assignment as personal assistant. Only one public officer shall be released with the Leader of a political party represented in Parliament.

Retirement from the Public Service on grounds of public interest: Public officers who are found unfit for further duties by a Medical Board shall be asked to apply for permission to retire. If however, they decline to apply for permission, PAHRO shall proceed to have the officers concerned retired from the Public Service on grounds of public interest, in accordance with the relevant provision in the Disciplinary Regulations.

**HUMAN RESOURCES MANAGEMENT SYSTEMS DIRECTORATE**

The functions of the Human Resources Management Systems Directorate for the year under review included the following:

- Managing and maintaining Government’s payroll system and ensuring the timely issuing of salaries, bonuses, overtime and allowances to all persons present on the Government Payroll system;
- Analysing and reporting on the data captured through the Skills Profiling Exercise carried out throughout the Public Administration, and monitoring updates of the captured data;
- Implementing and monitoring the Performance Management Programme (PMP) to improve employee performance against approved output and pre-determined quality standards, while striving to make improvements to the Programme;
- Continue with the transformation of the Directorate into the Public Administration’s information hub;
- Organising regular fora for Directors for Corporate Services, Directors for People Management and Human Resources Managers to improve their competence in the field and keep them aware of new developments and policies;
- Administering and supporting the PAHRO website, the Public Service Recruitment Portal and the HR Managers’ restricted area on the Public Service Intranet;
- Managing and maintaining the collation of Public Service and Public Sector employees’ data with a view to providing regular, accurate, timely and qualitative information for optimal planning and decision taking;
- Performing the annual sick leave and Family-Friendly Measures surveys, and any ad hoc surveys as may be required from time to time.

**The Government Payroll**

During 2013, the Government Payroll was continuously consolidated and updated with several enhancements, such as the adjustment to the maximum FSS tax rate from 35% to 32%, the synchronisation of allowances in respect of employees at Boffa Hospital and Primary Health Care, the introduction of a 46-hour work schedule for employees at the Police Force, Civil Protection and the Corradino Correctional Facilities, and the addition of another report generator to facilitate the extraction of information from this system. This Directorate held regular meetings with MITA and the contractor, both as part of the Project Board, and also informally to discuss enhancements. In this regard, the system is being kept up to date with all budget measures which have an effect on salaries, and with any other new requirements which may be needed from time to time.

The change in administration affected the payroll in such a way that the system had to be re-adjusted and re-configured to cater for the new Ministry structures. The Directorate also processed the payment of all Terminal Benefits payable to Ministers, Parliamentary Secretaries and members of ex-private secretariats.
During 2013, the Directorate emailed circa 21,200 payslips per payroll, to Public Service employees, together with another 16,500 payslips, also by e-mail, to students and apprentices who receive stipends through the same payroll. In addition, 52,385 FS3 Forms were also distributed, mostly via email.

**Change to SEPA**

The method of transfer of electronic payments of funds between the Government payroll, the Central Bank of Malta, and Commercial Banks was changed from the present manual system to SEPA (Single Euro Payments Area) standard during November. This change necessitated the modification of all payroll bank account numbers to IBAN (International Bank Account Number) format, in conformity with the new system. The aim of SEPA is to put all electronic payments (credit transfers and direct debits, credit card and debit card payments,) across the euro area on the same platform of domestic payments. In practice, SEPA means that a payer will be able to make fast and secure transfers between bank accounts anywhere in the euro area, similar to domestic transfers and at the same costs.

The change-over to SEPA required some major changes to the Government payroll, with the creation of several new screens. These were performed by the contractor on time, and the change-over to SEPA went ahead as planned, and well before the deadline of 1st February, 2014, imposed by EU Regulation 260/2012 for the Euro area.

**The Dakar AMS (Absences Management System)**

The Dakar Absences Module (AMS) is a new component which has been added to the present payroll system during the year. This module was fully developed and tested in 2012, and launched during the second half of this year. The AMS is designed to capture, in the Dakar system, all absences data availed of by Public Service employees, such as vacation leave, sick leave, parental leave, study leave, etc, and complements the present EPS (Employee Payments Screen) in use in line departments. It also includes a set of reports and a calendar showing all absences taken by a particular person, on a yearly or monthly basis, in a graphical layout. At present, users are being trained on the proper use of this system, and after a brief period of parallel running, the system will be going live.

**Skills Profiling**

Periodical updates to the skills profiling database is an ongoing process, and the unit concerned regularly compares this data against the Directorate’s databases to delete any employees who would have terminated their employment since the last update. This office also issues, on a quarterly basis, details of officers whose skills profiles do not feature in this database, and requests the assistance of Directors responsible for Corporate Services, within line Ministries, to contact the listed officers to ensure compliance. After this data is collected, it is analysed on the basis of compliance, highest level of education and work preferences. All recruits are required to complete their skills profile, while all other employees are required to ensure that their skills profile is being kept updated. Several requests for skills data were also entertained during the year. This data will eventually be imported into one of the new HR modules which the Directorate will be procuring.

**Performance Management Programme (PMP)**

The Directorate continued to monitor the implementation of the Performance Management Programme (PMP) across line ministries and departments. All performance appraisals of employees within the General Service Class, and who were due for promotion or progression during the year were reviewed to ensure consistency and coherence. The
Programme ensures that employees’ performance is evaluated against agreed measurements and pre-determined quality standards for better service to clients.

This year’s PMP audits were carried out between May and June in view of the changes in ministries’ portfolios following the March general election. This annual exercise is undertaken in order to ensure that PMPs covering the period 1 January to 31 December 2013 have been drawn up for all eligible employees. A follow-up to this audit was performed in August, following which a 4% increase from 89% to 93%, was registered.

Overall PMP compliance for 2013, fell by 1% over the previous year – from 94% to 93%. This was mainly due to the very poor compliance rate of one particular entity. Three ministries registered 100% compliance, while another two registered 97%. A detailed report was also compiled showing the overall PMP compliance for each ministry during the year.

Fora organised by the Directorate

In order to strengthen the communication between the Directorate and line Ministries, and to further improve the competence in HR Management with the various stakeholders across the Public Service, the Directorate organised four fora for Directors of Corporate Services/Human Resources/Finance & Administration during the year. Topics discussed in these fora included ‘Clarifications on the Collective Agreement’ and ‘Sick Leave Trends and Statistics’.

The shared area on the Intranet, reserved for DCSs and HR Managers, was kept up to date. Access to the Sectoral Agreement area was given to several persons in HR Branches, after the necessary authorisations.

Sick Leave Utilisation Survey

This directorate collected sick leave data from line departments and public sector entities on a monthly basis, as part of the Sick Leave Utilisation Survey which is conducted every year. This data was then analysed, and will form the basis of a comprehensive report which is compiled every year. This report gives an accurate picture of sick-leave utilisation within the Public Administration, and is a valuable tool for the expert group which has been appointed specifically to recommend policies and/or measures to minimise sick leave utilisation and abuse.

Expert Group on the Sick Leave

An expert Group was set up in the first quarter of 2013, with the primary objective of drawing up a report and recommending measures to reduce sick leave in the public sector. This expert group is composed of representatives from the Ministry for Finance, the Director, Employee Relationship Management, the Director, HR Management Systems, and another Officer from the Office of the Director General, PAHRO. This is one of the measures mentioned in the National Reform Programme for 2013. The Expert Group met regularly during the year, and amongst other things, discussed the findings of the detailed and in-depth analysis of the various data sets for sick leave utilisation during 2012. This exercise will also help identify those instances where higher levels of sick leave are utilised, particularly when this is seasonal or indicative of particular grades. This data is also being analysed in term of its financial impact on public finance.
Data Protection (DP) and FOI

Several meetings were held with the Policy Implementation Directorate at OPM, MITA’s Data Protection Advisor and the Public Service Commission on a new form and an update to the current procedure when reasonable accommodation would be required in case registered disabled persons apply for posts or positions in the Public Service. The required procedure and form were eventually cleared and approved by the Information and Data Protection Commissioner.

During the year, three Data Protection (DP) Subject Access Requests and one of Freedom of Information (FOI) request were made. All requests were entertained in terms of the pertinent Acts and within the required time-frames.

An FOI section was also included on the new PAHRO website.

Procurement of five new HR Modules to complement the Dakar payroll system

During 2013, a draft business requirement document was prepared by MITA and PAHRO, in order to establish requirements for the supply, installation, commissioning, customisation, maintenance and support of five modules which will be incorporated into the present Dakar payroll system. These modules consist of a Skills Inventory Management, Qualifications Management, Performance Management, Recruitment and Promotion Management, and Discipline Management. This procurement shall include an analysis exercise and a data migration process from the various information sources available onto the procured systems. The project aims to enhance the Public Service’s HR management competence through the procurement of these modules, and will enable management to obtain valuable information for the better management of its employees.

The new PAHRO website

A new and revamped PAHRO website was launched in January. Apart from an improved and modern appearance, the new website is faster, more user-friendly and incorporates new functionalities, such as a Calendar of Events, an updated News Section and an Online Survey. This website is updated regularly to include the latest Public Administration developments, as well as current service-wide calls for applications. This is in line with PAHRO’s mission to deliver the business of Government in the field of HR management, to render an efficient service to the public, as well as support line Ministries and Departments in achieving Government plans and programmes.

Following the launch of this website, the latest edition of the Public Service Management Code (PSMC) was also incorporated, and PSMC updates started being included in real time. This edition of the PSMC has not been pdf-formatted and hence, not downloadable, in order to decrease the carbon footprint and ensure that processes are as environment-friendly as possible.

Appendices

Appendices I to VIII show:

I Recruitment against Terminations in the Public Service 2003 – 2013;
II Distribution of Public Service employees by Category and Gender as on December 2013;
III Average Age within the General Service Class by Gender – 2003 – 2013.
IV Average Age within the General Service Class by Grade and Gender as on December 2013;
V Comparison report - Public Service Workforce – 31st December 2012 against 31st December 2013;
VI Pie Chart showing comparison between causes of terminations from the Public Service during 2013;
VII PMP Compliance by Ministry during 2013;
Recruitment against Terminations in the Public Service
2003 - 2013

Appendix I
Distribution of Public Service employees by Category and Gender
as on 31st December 2013
Appendix III

General Service Class
Average Age by Gender 2003 - 2013
December 2013

![Graph showing the average age of General Service Class employees by gender from 2003 to 2013. The graph includes two lines: one for males and one for females, with age in years on the y-axis and years from 2003 to 2013 on the x-axis.](image-url)
Appendix IV

General Service Class
Average Age by Grade and Gender
as on 31st December 2013
(all grades shown substantively)

Average Age for entire General Service Class:
Males 47.67 years, Females 36.41 years
## Public Service Totals

Including AFM uniformed personnel and Public Service employees seconded/detailed to authorities/public entities

December 2012/2013

<table>
<thead>
<tr>
<th>Category</th>
<th>Dec 2012</th>
<th>Dec 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full-Time Public Service Employees</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative &amp; Clerical</td>
<td>3660</td>
<td>3843</td>
</tr>
<tr>
<td>Messengeral</td>
<td>179</td>
<td>155</td>
</tr>
<tr>
<td>Police Force</td>
<td>1903</td>
<td>1936</td>
</tr>
<tr>
<td>Technical</td>
<td>1947</td>
<td>1854</td>
</tr>
<tr>
<td>Professional (Other than Medical)</td>
<td>486</td>
<td>524</td>
</tr>
<tr>
<td>Nursing/Paramedical</td>
<td>5026</td>
<td>5075</td>
</tr>
<tr>
<td>Medical</td>
<td>948</td>
<td>810</td>
</tr>
<tr>
<td>Educational</td>
<td>5657</td>
<td>5641</td>
</tr>
<tr>
<td>Other Departmental Grades</td>
<td>2588</td>
<td>3015</td>
</tr>
<tr>
<td>Industrial</td>
<td>3296</td>
<td>25499</td>
</tr>
<tr>
<td>25499</td>
<td>3137</td>
<td>26003</td>
</tr>
<tr>
<td><strong>Armed Forces (Uniformed)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular</td>
<td>1540</td>
<td>1575</td>
</tr>
<tr>
<td>Revenue Security Corps</td>
<td>38</td>
<td>34</td>
</tr>
<tr>
<td>Reserve</td>
<td>57</td>
<td>63</td>
</tr>
<tr>
<td>Volunteer</td>
<td>22</td>
<td>1657</td>
</tr>
<tr>
<td>1657</td>
<td>21</td>
<td>1693</td>
</tr>
<tr>
<td><strong>Temporary Employees</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-Time</td>
<td>365</td>
<td>98</td>
</tr>
<tr>
<td>Temporary</td>
<td>894</td>
<td>126</td>
</tr>
<tr>
<td>On definite contract - local &amp; expatriates</td>
<td>1037</td>
<td>2348</td>
</tr>
<tr>
<td>Trainees</td>
<td>1</td>
<td>2357</td>
</tr>
<tr>
<td>2357</td>
<td>2</td>
<td>2574</td>
</tr>
<tr>
<td><strong>Public Officers with Authorities/Public Entities</strong></td>
<td>1328</td>
<td>1355</td>
</tr>
<tr>
<td><strong>GRAND TOTALS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30841</td>
<td>31625</td>
<td></td>
</tr>
</tbody>
</table>
Employees who terminated their employment from the Public Service
January - December 2013

- Terminated: 37.6%
- Retired: 27.6%
- Dismissed: 0.7%
- Deceased: 2.3%
- Medically boarded out: 6.3%
- Resigned: 25.6%
Performance Management Programme
PMP Compliance of Employees in the General Service Class - 2013

Appendix VII
Distribution of Public Service employees by Gender
December 2003 - December 2013

Appendix VIII
RESOURCING DIRECTORATE

Introduction

During 2013, the Resourcing Directorate focused on the following major tasks:

- The formulation of an Instrument of Delegation, in terms of article 110 of the Constitution, to empower the Public Service Commission (PSC) to make, postpone and revoke appointments and to withhold progressions in scales 6 - 20 without the need to make a recommendation for the approval of the Prime Minister, in order to further expedite the selection process for the filling of posts and positions in the Public Service;
- The continued delegation of the recruitment and selection process - i.e. the approval of the selection criteria and weightings, the approval of the selection board report and publication of result, and the approval and making of the respective appointments;
- The implementation of the Government – UHM Memorandum of Understanding dated 14th January 2013 concerning employees on a fixed term contract in the Public Administration, in order to concede employees on a fixed term contract not carrying an objective reason indefinite status prior to the completion of the four year legal limit stipulated in the fixed term regulations (S.L.452.81).

Sectoral Analysis – Programmes and Initiatives

Delegation

Standing Selection Panels (SSPs), on which retired public officers and members of the public (retired and non-retired) may serve, were established in ministries, with PSC approval, as provided in Regulation 14 of the PSC Regulations. This enables the implementation of the delegated appointment of Selection Boards by the respective head of department, as well as relieves public officers from Selection Board duties, thereby enabling them to concentrate on their day-to-day duties, whilst providing opportunity for ex-public officers to utilise their experience and for members of the public to contribute to Public Service selection processes.

With the aim of streamlining procedures, an Instrument of Delegation, in terms of article 110 of the Constitution, was issued on 28th May 2013, to empower the PSC to make, postpone and revoke appointments and to withhold progressions in scales 6 - 20 without the need to make a recommendation for the approval of the Prime Minister. Thus the selection process for the filling of posts and positions in the Public Service became more expeditious.

Action was initiated for the delegation of the remaining stages of the recruitment and selection process in order that the selection process is fully delegated to line ministries - i.e. the approval of the selection criteria and weightings, the approval of the selection board report and publication of result, and the approval and making of the respective appointments - from the PSC to the head of department. The way forward was agreed upon by PSC and PAHRO and involves the drafting and subsequent approval of an Instrument of Delegation and a set of ‘Directives and Guidelines on the Recruitment and Selection Process under Delegated Authority’ as well as amendments to the PSC Regulations.

Post-delegation of issue of calls for applications by the Head of Department

Following the delegation of the issue of calls for applications to Heads of Department in November 2012, this Directorate undertook its monitoring role through the periodic perusal of a sample of issued calls. Moreover, more staff from line ministries were trained on the hitherto delegated part of the recruitment process, primarily the issue of the call for applications.
Meanwhile, the relative templates of calls for applications designed for the purpose of the delegation of this part of the process, continued to be updated as necessary.

**Notice Provisions for Indefinite and Definite Contracts**

Following the signing of the Collective Agreement for Employees in the Public Service covering the period 1st January 2011 to 31st December 2016, the relevant provisions regarding notice of termination of indefinite employment were announced and explained in detail through PAHRO Circular 3/2013. Concurrently, in-depth consultation was initiated, and is still underway, with the relevant stakeholders in order to announce and clarify the provisions regarding notice of termination of definite employment. In relation to the issue of notice of termination of employment, amendments to the policy regarding probation, were also proposed and approved by the PSC, in that employment on the basis of a definite contract of employment should also be subject to a period of probation.

**Extension of Eligibility Requisites for Assistant Director Positions**

In order to address instances where vacant Assistant Director positions in the Public Services remain unfilled due to lack of eligible candidates from amongst serving public officers, the eligibility criteria for Assistant Directorships were extended, in exceptional circumstances and with PAHRO approval, to public officers/public sector employees who hold a position at a level comparable to salary scale 7 or higher in the Public Service, and who have held one or more such positions for four consecutive years both within the Public Service and/or within Public Sector entities.

**Recognition of Service in another Member State**

Infringement No 2010/4219 by the European Commission, which was particularly focused on the teaching grades, dealt with the taking into account of professional experience and seniority acquired in another Member State for the purpose of determining working conditions in the Maltese Public Sector. The Directorate participated in an advisory capacity, in meetings held with the Education authorities, PACBU and the respective Union, leading to the signing of a side-letter dated 26th September 2013 as an addendum to the Agreement governing the Education Class. This side-letter stipulates that previous accredited teaching experience in the public sector of other Member States is reckonable for the purpose of seniority and salary levels on appointment in the Malta Public Service.

**Increasing the Participation of Disabled Persons in Employment within the Public Administration**

A letter-circular to Permanent Secretaries and Directors Corporate Services/Directors responsible for HR was issued on 17th June 2013 to communicate the introduction to two initiatives to increase the employment of registered disabled persons in the Public Service and wider Public Sector: (i) the introduction of a policy stipulating that where a vacancy occurs, prior to issuing a call for applications or, in the case of the Public Sector, prior to submitting a vacancy form to fill the vacancy from parts I, II and III of the unemployment register, as far as possible such vacancy is to be filled from the ETC register of disabled unemployed persons. This measure, which introduces the possibility of Public Service departments making direct recourse to the ETC in the case of posts/positions in scales 16 to 20 without the involvement of the PSC, was enabled through an Instrument of Delegation published on 14th May 2013; (ii) the extension of reasonable accommodation arrangements in calls for applications through the introduction of a policy that in the case of posts or positions requiring applicants to sit for an examination, special accommodation arrangements
are to be made for registered disabled persons in line with those applied by the University of Malta in the MATSEC examinations.

Matters related to the Contracts of Service for a Fixed Term Regulations

Throughout 2013, guidance continued to be provided to line ministries with the scope of adherence to the provisions of S.L. 452.81 concerning fixed term contracts. Moreover, following the signing of the 14th January 2013 PSC approved Memorandum of Understanding (MOU) between Government and UHM, direction and guidance were given to line ministries for the implementation of the said MOU. The MOU provided for the granting of indefinite status to employees in the Public Service and wider Public Sector holding a definite contractual position not carrying an objective reason for the position not to become indefinite. To this effect, letters of indefinite status were issued by ministries to their respective public officers/public sector employees.

Policy Reviews

- The Resourcing Directorate actively pursued consultation with various stakeholders with the aim of introducing new policies or improving existing ones. As a result, (i) existing PSMC provisions regulating the movement of staff from Malta to Gozo will be supplemented by further clarifications in order to ensure transparency and consistency; (ii) as a flexibility measure and to further facilitate work-life balance, current arrangements will be amended in order to allow public officers to, hold their substantive grade and a lateral/lower contractual position concurrently; and (iii) the provisions regarding tenure of public officers in a higher grade will be updated in order to ensure that officers who satisfactorily perform the duties of a higher position for six years, will be compensated accordingly. These provisions will not be necessarily limited to positions within the Public Service.

- The provisions regarding retirement, extension of service beyond retirement age, re-engagement beyond retirement age and the eligibility of persons beyond retirement age for appointment in the Public Service were updated and supplemented by detailed clarifications in order to align them to current legislation (namely the Social Security Act and the PSC Regulations) as well as a number of related circulars issued by OPM. The said provisions were codified in the PSMC.

Centrally-issued calls for applications

During 2013, this Directorate issued centrally-operated public calls for applications aimed at filling crucial gaps in the ICT and EU Fund Management sectors across the Public Service. The calls issued were for recruitment in the positions of Chief Information Officer, ICT Governance Officer, ICT Applications Officer, Management Information Officer, EU Fund Managers and EU Fund Officers.

Expressions of Interest for the Performance of Duties and whereby no appointment is made

Discussions were held between the Directorate and the Public Service Commission whereby it was agreed that in the case of expressions of interest issued for the performance of a certain set of duties, even those carrying the mere award of an allowance, the vacancies should not be advertised under the aegis of the Commission. Thus an appointment in terms of Article 110 of the Constitution would not ensue.
Public Sector Recruitment
During the year, 302 requests for the recruitment of staff, and involving 1295 employees, were submitted by 50 various government-funded entities. 117 requests were for the filling of 700 vacancies in new positions, whilst 160 requests were for the replacement of 563 employees who had resigned or retired from the service. 25 further requests for the filling of vacancies in positions involving the recruitment of 32 employees for a definite period, were approved in connection with ESF and other EU-funded projects. Approvals were granted for the commencement of recruitment procedures with the Employment and Training Corporation (ETC).

The 700 vacancies in new positions were filled by 167 full-timers and 533 part-timers respectively. Full-time staff who resigned or retired in 2013, and for whom a replacement was required, totalled 252, and a further 311 part-timers were also replaced. EU-funded projects resulted in the engagement of 29 full-timers and 3 part-timers.

In liaison with the ETC, the Department also issued approvals to entities for the extension of the statutory validity periods of work permits which had already expired. Before approvals for extensions of work permits were issued, the Directorate investigated the reasons behind the extension of the selection process and eventual recruitment beyond the stipulated time period.

After careful consideration, approvals to requests for recruitment of staff on short definite contracts or on replacement basis, as in the case of temporary replacements, were also given on several occasions.

Redeployment

Twelve [12] requests for the redeployment of employees within the public sector in terms of Art 15A of the ETS Act were processed. These requests involved the redeployment of 93 employees as follows: 76 ex-Kalaxlokk employees were deployed with the IPSL, following the liquidation of the company; 7 ex-PAHRDU employees were also deployed with the IPSL; 3 IPSL staff were redeployed (1 with FTS and 2 with Malta Enterprise); and 7 employees hailed from MIMCOL [2], Transport Malta [1], FSWS [1], Medigrain [1], and Agenzija Zghazagh [1], and FMS [1].

Secondment

Twenty one [21] requests for the secondment of public sector employees with Ministries/Departments were received. Twenty [20] were processed and finalised by the end of the year. These involved staff from: the WSC [6], Enemalta [5], Transport Malta [3] MCAST [2], and one each from the GSU, ITS, FSWS and MITA.

Calls for Expression of Interests

Eight [8] calls for an Expression of Interest on behalf of seven entities were issued to public officers and public sector employees. These concerned calls for Chief Executive Officer with Agenzija Zghazagh, Executive TAF Administration & Control with the ETC; prospective Executive Secretaries with Local Councils; Research Analyst and Senior Associate Consultant with the MEU; Messenger/Driver with the MFSA; Festival Assistant with St James Cavalier; and Secretary with the Valletta 2018.

EU Recruitment
Following the change in administration, all EU related work migrated to the newly established Ministry for European Affairs and Implementation of the Electoral Manifesto (MEAIM).

For the period January and March, no calls advertising the filling of vacancies in the positions of Technical Attaché and Research Officers were issued. However this office assisted in the formulation of the new draft call which was to be issued by the new Ministry, and the relative employment contracts, based on the outcome of decisions on the new selection criteria reached between the new Ministry and the PSC.

Up to March, three public officers were nominated by line Ministries as Seconded National Experts with EU Institutions and forwarded to the PREU for onward transmission to the relevant EU institution following OPM’s clearance. These were: a Fisheries Officer, nominated as a Seconded National Expert with the Community Fisheries Control Agency by the then Ministry for Resources and Rural Affairs, and two other nominations from MHAS for 2 Police Officers with EULEX Kosovo Support Team.

**Deployment of Public Officers with Entities**

During 2013, thirty-three (33) public officers were detailed and nineteen (19) public officers were deployed with Public Entities, whereas forty-nine (49) public officers had their detailing order / deployment revoked as a result of demand driven requests or through officers’ selection for posts in the Public Service by virtue of their inherent rights as public officers.

The total of public officers who, on 31st December 2013, were deployed or detailed with Public Entities amounted to one thousand, five hundred and ninety-eight (1,598) as shown in the tables hereunder:

<table>
<thead>
<tr>
<th>Public Entity</th>
<th>Number of Detailed Public Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aġenzija Żgħażagħ</td>
<td>7</td>
</tr>
<tr>
<td>Authority for Transport in Malta</td>
<td>89</td>
</tr>
<tr>
<td>Directorate of Educational Services</td>
<td>-</td>
</tr>
<tr>
<td>Directorate for Quality &amp; Standards in Education</td>
<td>-</td>
</tr>
<tr>
<td>Enemalta Corporation</td>
<td>2</td>
</tr>
<tr>
<td>EU Programmes Agency (EUPA)</td>
<td>2</td>
</tr>
<tr>
<td>Heritage Malta</td>
<td>119</td>
</tr>
<tr>
<td>Housing Authority</td>
<td>11</td>
</tr>
<tr>
<td>Kunsill Malti ghall-Isport</td>
<td>39</td>
</tr>
<tr>
<td>Lotteries and Gaming Authority</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Public Entity</th>
<th>Number of Deployed Public Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barriera Tax Warehouses Ltd</td>
<td>3</td>
</tr>
<tr>
<td>Employment and Training Corporation (ETC)</td>
<td>7</td>
</tr>
<tr>
<td>Fondazzjoni Centru ghall-Kreativita’(Kavallieri ta’ San Gakbu)</td>
<td>1</td>
</tr>
<tr>
<td>Foundation for Educational Services</td>
<td>1</td>
</tr>
<tr>
<td>Foundation for Medical Services</td>
<td>18</td>
</tr>
<tr>
<td>Foundation for Social Welfare Services</td>
<td>68</td>
</tr>
<tr>
<td>Foundation for Tomorrow’s Schools</td>
<td>1</td>
</tr>
<tr>
<td>IPSL</td>
<td>-</td>
</tr>
<tr>
<td>Local Councils</td>
<td>79</td>
</tr>
<tr>
<td>Local Councils Association</td>
<td>1</td>
</tr>
</tbody>
</table>

Detailed Officers: 2 officers retired, 1 officer took up permanent employment with the respective entity, 19 officers had their contract terminated and 1 officer was dismissed from the Public Service.

**Deployed Officers: 1 officer resigned from the Public Service.

**Ongoing Ancillary Activities**

Data on ongoing ancillary activities during 2013 is shown in the following tables:
higher salary scale within the same grade subject to satisfactory performance

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Principal</td>
<td>1</td>
</tr>
<tr>
<td>From Scale 7 to Scale 6</td>
<td></td>
</tr>
<tr>
<td>Principal</td>
<td>15</td>
</tr>
<tr>
<td>From Scale 8 to Scale 7</td>
<td></td>
</tr>
<tr>
<td>From Scale 9 to Scale 8</td>
<td></td>
</tr>
<tr>
<td>From Scale 10 to Scale 9</td>
<td></td>
</tr>
<tr>
<td>Assistant Principal</td>
<td>138</td>
</tr>
<tr>
<td>From Scale 11 to Scale 10</td>
<td></td>
</tr>
<tr>
<td>Executive Officer</td>
<td>2</td>
</tr>
<tr>
<td>From Scale 14 to Scale 13</td>
<td></td>
</tr>
<tr>
<td>Clerk</td>
<td>179</td>
</tr>
<tr>
<td>From Scale 16 to Scale 15</td>
<td></td>
</tr>
<tr>
<td>Messenger</td>
<td>0</td>
</tr>
<tr>
<td>From Scale 17 to Scale 16</td>
<td></td>
</tr>
<tr>
<td>From Scale 18 to Scale 17</td>
<td></td>
</tr>
<tr>
<td>Senior Messenger</td>
<td>0</td>
</tr>
<tr>
<td>From Scale 16 to Scale 15</td>
<td></td>
</tr>
<tr>
<td>Officer i/c Minor Staff</td>
<td>0</td>
</tr>
<tr>
<td>From Scale 13 to 12</td>
<td></td>
</tr>
</tbody>
</table>

General Service promotions to a higher grade in terms of the relevant provisions of the Addendum and the 1993 Classification Agreements, subject to satisfactory performance

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Assistant Principal to Principal</td>
<td>3</td>
</tr>
<tr>
<td>From Executive Officer to Principal</td>
<td>0</td>
</tr>
<tr>
<td>From EO to Assistant Senior Clerks</td>
<td>3</td>
</tr>
<tr>
<td>From Clerk to Assistant Senior Clerks</td>
<td>0</td>
</tr>
<tr>
<td>Assistant Clerks</td>
<td>43</td>
</tr>
</tbody>
</table>

Movement of staff approved by PAHRO

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Service Grades</td>
<td>152</td>
</tr>
<tr>
<td>Departmental Grades</td>
<td>23</td>
</tr>
<tr>
<td>Technical Grades</td>
<td>21</td>
</tr>
<tr>
<td>Industrial Grades</td>
<td>103</td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
</tr>
</tbody>
</table>

Movement of staff within the same Ministry approved by the respective Permanent Secretary

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Service Grades</td>
<td>11</td>
</tr>
<tr>
<td>Departmental Grades</td>
<td>0</td>
</tr>
<tr>
<td>Technical Grades</td>
<td>0</td>
</tr>
<tr>
<td>Industrial Grades</td>
<td>0</td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
</tr>
</tbody>
</table>

Movement of staff to and from Private Secretariats

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Service Grades</td>
<td>104</td>
</tr>
<tr>
<td>Departmental Grades</td>
<td>48</td>
</tr>
<tr>
<td>Technical Grades</td>
<td>10</td>
</tr>
<tr>
<td>Industrial Grades</td>
<td>12</td>
</tr>
<tr>
<td>Others</td>
<td>11</td>
</tr>
</tbody>
</table>

Calls for Applications – Departmental, Technical and Industrial Grades and Contractual Positions

<table>
<thead>
<tr>
<th>Type of advert</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Gazette</td>
<td>131</td>
</tr>
</tbody>
</table>
The primary scope of the Public Administration Collective Bargaining Unit (PACBU) is to ensure that collective bargaining processes take into account policies that reflect the industrial and employee relations framework for Government. To this effect, PACBU assists line Ministries, Departments and also Public Entities on issues that are common across the Public Administration and that require the undertaking of a common front. At present there are circa 140 agreements regulating the Public Service and Public Sector employees.

Whilst originally PACBU fell under the remit of the Ministry of Finance, today PACBU has been amalgamated with PAHRO which reports directly to the PPS.

The Public Sector

During 2013 and January-March 2014, PACBU was involved in a number of discussions with Public Entities and Unions, which discussions revolved mainly around the revision of particular Collective Agreements. PACBU, together with the management of the respective Public Entity concluded negotiations on these documents, which documents were also signed:

<table>
<thead>
<tr>
<th>Type of Movement</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reversion to former grade in terms of para 1.1.7.2 of the PSMC</td>
<td>0</td>
</tr>
<tr>
<td>Expressions of Interest</td>
<td>9</td>
</tr>
<tr>
<td>Deployment</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Re-employment and Re-instatement of ex-Public Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-employment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Appointments in Departmental, Technical and Industrial Grades and Contractual Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of Movement</td>
</tr>
<tr>
<td>Re-employment</td>
</tr>
<tr>
<td>Following selection from service-wide calls</td>
</tr>
<tr>
<td>Following selection from departmental calls</td>
</tr>
<tr>
<td>After a number of years service in the grade (promotions)</td>
</tr>
<tr>
<td>Through direct recommendations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pension Files processed by the Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Departmental, Technical and Industrial Grades</td>
</tr>
<tr>
<td>General Service Grades (Directors/Assistant Directors)</td>
</tr>
<tr>
<td>Others</td>
</tr>
<tr>
<td>Assimilations</td>
</tr>
<tr>
<td>Re-designations</td>
</tr>
<tr>
<td>Renewals of contract</td>
</tr>
</tbody>
</table>

THE PUBLIC ADMINISTRATION COLLECTIVE BARGAINING UNIT
i. Collective Agreement between the Employment and Training Corporation and the Union Ħaddiema Magħqudin (2012 – 2016);  
ii. National Orchestra Ltd Collective Agreement (2012 – 2016);  
iii. Collective Agreement between Lotteries and Gaming Authority and the Union Ħaddiema Magħqudin (2013 – 2016);  
iv. Lotteries and Gaming Authority – Union Ħaddiema Magħqudin: Agreement covering positions not listed in the Collective Agreement;  
v. Collective Agreement between the Malta Competition and Consumer Affairs Authority and the General Workers’ Union (2013 – 2016);  
vi. Malta Industrial Parks and the Union Ħaddiema Magħqudin Collective Agreement (2012 – 2016);  
vii. Ftehim Kollettiv: Fondazzjoni għas-Servizzi ta’ Ħarsien Socjali – Union Ħaddiema Magħqudin (2012 – 2016);  
viii. Collective Agreement: Malta Environment and Planning Authority and Union Ħaddiema Magħqudin (2012 – 2016);  
ix. Ftehim Kollettiv bejn il-Union Ħaddiema Magħqudin u l-Kunsill Malti għall-iSport għall-perjodu bejn, l-2012 u l-2016;  
x. Collective Agreement between the Agency for the Welfare of Asylum Seekers and the Government and Public Entities Section of the General Workers’ Union (2013 – 2016);  
xi. Ftehim Kollettiv bejn Malta Air Traffic Services Ltd u UĦM għall-perjodu bejn l-1 ta’Jannar 2013 u l-31 ta’ Dicembru 2016;  
 xii. MCAST – MUT Student Support Services Grades;  
xiii. Ftehim Kollettiv bejn Awtorità tad-Djar u Union Ħaddiema Magħqudin (2013 – 2016) ((Coordinators)).  

The Public Service

During 2013 and January-March 2014, PACBU was also involved in a number of discussions with line Ministries and Unions, which discussions revolved mainly around the revisions of particular Sectoral Agreements. PACBU, together with the management of the respective line Ministries, concluded negotiations on these documents, which documents were also signed:

i. Agreement on the Absorption of Public Officers Carrying out Security-related duties within the Surveillance and Security Grades;  
ii. Agreement between the Government and the Malta Union of Midwives and Nurses, pertaining to the Nurses and Midwives employed within the Public Service;  
iii. Memorandum of Understanding between the Government and the Malta Union of Midwives and Nurses pertaining to the Nurses and Midwives employed within the Public Service;  
iv. Side Letter to the ‘Agreement between the Government and the Malta Union of Midwives and Nurses pertaining to the Nurses and Midwives employed within the Public Service;  
v. Agreement between the Government, the General Workers’ Union and the Union Ħaddiema Magħqudin pertaining to the Allied Health Professionals employed within the Public Service;  
vi. Memorandum of Understanding between the Government, the General Workers’ Union and the Union Ħaddiema Magħqudin pertaining to the Allied Health Professionals employed within the Public Service;  
vii. Agreement between the Government, the General Workers’ Union and the Union Ħaddiema Magħqudin pertaining to the Environmental Health Officers employed within the Public Service;  

34
viii. Memorandum of Understanding between the Government, the General Workers’ Union and the Union Haddiema Magħqudin pertaining to the Environmental Health Officers employed within the Public Service;
ix. Memorandum of Understanding bejn il-Gvern u l-Union Haddiema Magħqudin dwar il-VAT Inspectors;
x. Agreement between the Government and the Medical Association of Malta;
xi. Memorandum of Understanding between the Government of Malta and the Medical Association of Malta;
xii. Addendum to the Agreement and Memorandum of Understanding between the Government and the Malta Union of Midwives and Nurses pertaining to the Nurses and Midwives employed within the Public Service;
xiii. Agreement between the Government, the General Workers’ Union and the Union Haddiema Magħqudin pertaining to the Veterinary and Veterinary Support Class employed within the Public Service;
xiv. Memorandum of Understanding between the Government, the General Workers’ Union and the Union Haddiema Magħqudin pertaining to the Veterinary and Veterinary Support Class;
xv. Side Letter between the Government, the GWU and the UHM pertaining to the Veterinary and Veterinary Support Class;
xvi. Amendment to the Addendum to the Classification, Regrading and Assimilation of the Industrial and Supervisory Grades agreed between the Government of Malta, the General Workers’ Union and the Union Haddiema Magħqudin;
xvii. Side Letter (Temporary Teachers);
xviii. Addendum to the Agreement between the Government and the MUT;
xix. Addendum to the Agreement on the Classification and Regrading of the Industrial and Supervisory Grades and Addenda Emanating therefrom;
xx. Memorandum of Understanding between the General Workers’ Union and the Union Haddiema Magħqudin pertaining to the Printing Grades;
xxi. Agreement between the Government, the General Workers’ Union and the Union Haddiema Magħqudin pertaining to the Agricultural Class;
xxii. Memorandum of Understanding between the Government, the General Workers’ Union and the Union Haddiema Magħqudin pertaining to the Agricultural Officers employed within the Public Service;
xxiii. Side Letter to the Classification and Grading of the Weigher Grades;
xxiv. Addendum to Document on Salaries and Conditions for Officers serving within the Department of Civil Protection;

During 2013 and January-March 2014 PACBU was approached on a daily basis by Government Departments, Public Entities, Authorities and Agencies for advice on issues relating to their respective collective/sectoral agreements, their implementation, and industrial relations in general.

Discussions on the issues below are currently in process:

i. Medical Class
ii. Psychologists
iii. Social Workers within the Public Service
iv. Rehabilitation Hospital Karen Grech
v. Allied Health Professionals
vi. Dermatology Unit within Sir Paul Boffa Hospital
vii. Diplomatic Class
viii. Fire Section at Mater Dei
ix. Dental Surgeons
x. Dental Surgery Assistants
xi. Collective Agreements pertaining to the following Public Entities:
   a) University of Malta
b) Public Broadcasting Services

c)  IPSL

d)  WasteServ

e)  Water Services Corporation

f)  Malta Council for Science and Technology

g)  Malta Air Traffic Services Ltd (Technical and Maintenance grades)

h)  European Union Programmes Agency

i)  National Commission for Further and Higher Education

It is envisaged that during the upcoming year, discussions about the Collective Agreements pertaining to the below list of Public Entities, and which shall expire either in 2014 or in 2015, shall commence:

i.  Foundation for Education Services

ii.  Malta Enterprise (GWU)

iii. Water Services Corporation (Union of Water Services Corporation Professionals)

iv.  Stock Exchange (GWU)

v.  ARMS (GWU)

vi.  Transport Malta (UHM)

PACBU shall continue to assist management during industrial disputes, including conciliation meetings. It has been a driving force in bringing industrial disputes to a settlement whilst safeguarding Government’s interest. PACBU shall also continue to facilitate and participate in round-table meetings with Trade Unions, and which are organised in conjunction with the Office of the Principal Permanent Secretary and the Public Administration Human Resources Office. Moreover, PACBU shall continue to extend support and participate actively in Malta’s representation as an official observer on the Sectoral Social Dialogue Committee on Central Government Administration.

Following Directive 7, regarding Delegation of Authority to recruit in Public Sector entities, PACBU has been entrusted with a new role in addition to negotiations and industrial relations issues. The new role is to revise the holistic salary structure of various entities. This is an ongoing exercise.

**Training and Development Directorate - Centre for Development Research and Training**

**INTRODUCTION**

In the year 2013 a record number of Public Officers were being trained. A total of 9024 participants attended various courses, workshops and other training initiatives. The schedule consisted of a variety of training activities ranging from basic skills to senior management programmes to seminars, which in this respect the department’s strategy was being adapted to suit an ever-changing environment.

Different training methods and initiatives continued to be implemented this year to ensure more effectiveness and to suit the different needs. A fresh group of students for the Higher Diploma in Public Accounting and Finance commenced their studies at University of Malta (following the graduation of the previous group). The Centre for Development Research and Training (CDRT) is now officially an extension of the University of Malta Campus. The launching of a good number of programmes and seminars, covering a wide range of topics, were being financed through the EU funds.

This report provides an in-depth look at several of these initiatives.
CORE TRAINING BY SECTION

Management Development

In 2013 the Management Development Section held 85 training programmes, e-learning training and a series of coaching sessions totalling 2065 participants.

Courses included training in Research Methods for students reading for the Diploma in Public Management, as well as, compulsory training forming part of the Management Skills Module of the Diploma and a number of electives, training in Consultation Exercises with Internal and External Stakeholders, Time and Stress Management, Project Management, Generating Ideas for New Projects, Coaching and Mentoring, Building your Team, Train the Trainer and Enhancing Performance in Public Administration.

During 2013 the Management Development Section completed most of the training programmes provided through the project ESF 4.100 – Developing Core Skills in the Public Service.

The main focus of the Management Development Section for the first half of year 2013 was related to the training as part of the three ESF 4.100 contracts; namely, the Leadership Trends and Implementation Seminar for Senior Managers held in January 2013 which was addressed by a world class speaker. The participants provided very positive feedback at the end of the seminar. Another important event was related to a seminar on Project Management based on large and transnational projects for Senior and Middle Managers which was also addressed by a world class speaker. Other initiatives being offered as part of this project were coaching sessions on Leadership, Motivation, People Management and Staff Development. The coaching sessions on Motivation, People Management and Staff Development were all completed in 2013, while some Leadership coaching sessions are still ongoing.

Training on Project Management by e-learning continued in 2013 through the PRINCE2 Training in Managing Successful Projects. During 2013, a number of 67 participants followed the PRINCE2 Foundation by e-learning. A number of 54 (80.6%) participants sat for the examination; out of which 46 participants (85.2%) were successful; whilst 13 (19.4%) participants opted not to sit for the examination. A total of 55 participants followed the PRINCE2 Practitioner by e-learning. A number of 38 (69.1%) participants sat for the examination; out of which 31 (81.6%) participants were successful and the remainder 17 (31%) participants opted not to sit for the examination.

The demand for teambuilding sessions was so successful that a request for further funding through ESF 4.100 was demanded. This was approved for another 200 participants.

Ad hoc training

A number of meetings were held with different departments following their request to organise ad hoc training programmes for their staff members. Managing with Leadership, Coaching and Mentoring and Train the Trainer courses were held in collaboration with the Mater Dei Hospital. Postgraduate Medical Training Centre, three Train the Trainer courses for Practice Development Nurses and Specialist Nurses were held in collaboration with Ministry for Health, whilst a Managing with Leadership course was also held for management at the Roads Directorate, Malta Transport Authority.
Following a request from the Office of the Deputy Prime Minister three Project Management courses were organised one of which was held in Gozo.

<table>
<thead>
<tr>
<th>Course</th>
<th>Total No. of Courses</th>
<th>Total Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train the Trainer</td>
<td>5</td>
<td>53</td>
</tr>
<tr>
<td>Train the Trainer - Coaching</td>
<td>one to one sessions</td>
<td>1</td>
</tr>
<tr>
<td>Developing Personal Influence and Impact</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td>Managing with Leadership</td>
<td>2</td>
<td>33</td>
</tr>
<tr>
<td>Coaching and Mentoring</td>
<td>3</td>
<td>38</td>
</tr>
<tr>
<td>Change Management Workshop</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Delivering Successful Presentations</td>
<td>2</td>
<td>17</td>
</tr>
<tr>
<td>Project Management</td>
<td>3</td>
<td>50</td>
</tr>
<tr>
<td>Interviewing Skills</td>
<td>2</td>
<td>27</td>
</tr>
<tr>
<td>Time and Stress Management</td>
<td>2</td>
<td>36</td>
</tr>
<tr>
<td>Building your Team</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>Consultation Exercises with Internal and External Stake Holders</td>
<td>1</td>
<td>24</td>
</tr>
<tr>
<td>Interpersonal and Communication Skills - DPM</td>
<td>4</td>
<td>75</td>
</tr>
<tr>
<td>Enhancing Performance in Public Administration</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td>Generating Ideas for New Projects</td>
<td>2</td>
<td>32</td>
</tr>
<tr>
<td>Research Methods - DPM</td>
<td>2</td>
<td>55</td>
</tr>
<tr>
<td>Negotiation and Problem Solving Course</td>
<td>4</td>
<td>75</td>
</tr>
<tr>
<td>Team Building - Paying Agency</td>
<td>1</td>
<td>62</td>
</tr>
<tr>
<td>Leadership and People Management Course for Transport Malta Staff</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Towards Team Decision Making - MDH</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>ESF-Strategic Thinking for Senior Managers</td>
<td>3</td>
<td>56</td>
</tr>
<tr>
<td>ESF-Leadership Trends &amp; Implementation in the Public Service for Senior Managers</td>
<td>1</td>
<td>210</td>
</tr>
<tr>
<td>ESF-Leadership Styles</td>
<td>4</td>
<td>68</td>
</tr>
<tr>
<td>ESF-Project Management Principles</td>
<td>2</td>
<td>37</td>
</tr>
<tr>
<td>ESF-Project Management of Large Projects and Trans National Projects</td>
<td>1</td>
<td>180</td>
</tr>
<tr>
<td>ESF-Effective People Management for Senior Managers</td>
<td>1</td>
<td>33</td>
</tr>
<tr>
<td>ESF-Managing Team Stress for Senior Managers</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>ESF-General Management Principles for the Public Service for Senior Managers</td>
<td>1</td>
<td>18</td>
</tr>
<tr>
<td>ESF-Leadership Trends &amp; Implementation in the Public Service Breakfast Workshop for Middle Managers</td>
<td>2</td>
<td>72</td>
</tr>
<tr>
<td>ESF-Strategic Thinking for Middle Managers</td>
<td>4</td>
<td>85</td>
</tr>
<tr>
<td>ESF-Effective People Management - Team Building</td>
<td>12</td>
<td>157</td>
</tr>
<tr>
<td>ESF-Managing Team Stress for Middle Managers</td>
<td>3</td>
<td>60</td>
</tr>
<tr>
<td>ESF-Motivation Skills for Middle Managers</td>
<td>2</td>
<td>34</td>
</tr>
<tr>
<td>ESF-Staff Development for Middle Managers</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td>ESF-Effective People Management for Middle Managers</td>
<td>4</td>
<td>73</td>
</tr>
<tr>
<td>ESF-General Management Principles for the Public Service for Middle Managers</td>
<td>3</td>
<td>49</td>
</tr>
<tr>
<td>ESF-Project Management - Prince2 Practitioner (e-learning)</td>
<td>e-learning</td>
<td>55</td>
</tr>
<tr>
<td>ESF-Project Management - PRINCE2 Foundation (e-learning)</td>
<td>e-learning</td>
<td>67</td>
</tr>
<tr>
<td>ESF - Coaching Sessions; Effective People Management</td>
<td>one to one sessions</td>
<td>55</td>
</tr>
<tr>
<td>ESF - Coaching Sessions; Motivation Skills</td>
<td>one to one sessions</td>
<td>38</td>
</tr>
<tr>
<td>ESF - Coaching Sessions; Staff Development</td>
<td>one to one sessions</td>
<td>10</td>
</tr>
<tr>
<td>ESF - Coaching: Leadership Trends &amp; Implementation in the Public Service</td>
<td>one to one sessions</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>85</strong></td>
<td><strong>2065</strong></td>
</tr>
</tbody>
</table>

**Policy and Government**

During 2013, the Policy and Government Training section organised a total of one hundred (100) training programmes. These included training in connection with the Diploma in Public Management, and other programmes as indicated in the CDRT prospectus, as well as, training organised through the ESF 4.100 project. Following is a table with the breakdown of courses and seminars:

<table>
<thead>
<tr>
<th>Diploma in Public Management</th>
<th>No of courses</th>
<th>No of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability and Auditing</td>
<td>4</td>
<td>56</td>
</tr>
</tbody>
</table>

39
Green Policies | 4 | 57
Ethics | 4 | 57
Overseas Development Assistance | 3 | 56

*followed by a test*

Better Regulation | 2 | 58
Health and Safety | 2 | 57
Equality | 2 | 57
Complaints Handling | 2 | 57
Service Standards and e-Government | 2 | 55

*followed by a test*

**Prospectus**

- Taħriġ fil-Lingwa Maltija | 3 | 56
- Taħriġ fil-Lingwa Maltija (Foreign Doctors & Nurses) | 1 | 29
- Taħriġ fil-Lingwa Maltija (Police Inspectors) | 5 | 83
- Taħriġ fil-Lingwa Maltija (Junior Foreign Doctors) | 1 | 28
- Effective Briefing & Corresponding | 1 | 16
- Speech Writing and Speech Making | 1 | 12
- Public Relations | 1 | 15
- Freedom of Information Act | 1 | 23
- Managing Change in the Public Administration | 1 | 20
- Health and Safety | 1 | 15
- Overview of the Key Legislative and Administrative Issues Affecting the Public Service | 1 | 18

**ESF courses**

- Governance in the Public Service (1 held in Gozo) | 10 | 170
- Policy Development in the various fields of the Public Service (1 held in Gozo) | 3 | 60
- Strategy Development (1 held in Gozo) | 3 | 53
- The EU Institutions and Structures (1 held in Gozo) | 10 | 163
- Funding Programmes in the EU | 2 | 33
- EU Treaties | 8 | 125
- EU Programmes Reporting | 6 | 90
- Malta in the EU (1 held in Gozo) | 8 | 131

**ESF Seminars**

- Governance in the Public Service | 1 | 37
- Policy Development in the various fields of the Public Service | 1 | 34
- Strategy Development | 1 | 30
- Preparing for Council Meetings | 2 | 64

**Concours**

- Training for AST Recruitment Competition (March 2013) | 1 | 18
- Training for Translators’ Recruitment Competition (September 2013) | 2 | 49

**TOTAL** | **100** | **1882**

Nine short courses were organised as part of the DPM Government Policy Module including “Applied Policy” and “HR and service-driven policies and practices”. The
section also organised 19 ESF Governance-related and 36 ESF EU-related courses and seminars.

Apart from the EU and Governance training a number of language courses were held. A total of 29 foreign Doctors and Nurses completed a six-month training programme in the Maltese language (between October 2012 and April 2013) followed by an oral and written test. This training was held at CDRT and the participants were awarded a certification during a presentation held at the Ministry for Health in July 2013. Furthermore, another group of 28 junior foreign Doctors have also been trained in the Maltese Language between July and December 2013. This training has been organised in conjunction with the Malta Postgraduate Medical Training Centre at Mater Dei Hospital and the Malta Foundation Programme. Other similar training was organised for Police Inspectors, in order to help them enhance their language skills. In total, a number of 83 Police Inspectors attended a nine-hour course.

Three training programmes for Recruitment Competitions with EU Institutions were held in March and September respectively following calls for applications for recruitment. The first 4-hour course was organised in collaboration with the European Parliament’s Office in Malta and consisted of 18 participants. The second course was organised in conjunction with the Parliamentary Secretariat for EU Affairs and was being held over two sessions attracting 49 participants. These courses were also being available for the general public.

**Continuous Development**

Throughout the year under review, several meetings were held with various HR/training executives who showed interest in CDRT training and in particular, training under the Continuous Development section or specialist training targeted specifically at a number of employees in particular sectors. Entities and departments, such as, the Training Executive, Foundation for Social Welfare Services, the Malta Communication Authority, the Post Graduate Medical Training Centre, and others requested ad hoc training. These included two courses on Communication dynamics which were coordinated for Medical Officers working at Mater Dei Hospital and two courses on Communication dynamics specifically scheduled for Physiotherapist staff.

A request was also received from the Prevention Executive – Sedqa, S.A.F.E. Programme Coordinator to coordinate S.A.F.E. and Addictions Workshops for managers/supervisors to government employees.

Coaching initiatives included training in Docreg for MFSS employees and the Ministry for Sustainable Development, the Environment and Climate Change. Other tailor-made training included programmes for Reception Staff working in Primary Health Centres with some 85 participants attending, as well as, specific training on Supervisory Skills for Occupational Therapists.

During this year this section coordinated 99 courses/seminars with a total of 1955 participants.

<table>
<thead>
<tr>
<th>January – March</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Course Title</strong></td>
<td><strong>Number of Courses</strong></td>
<td><strong>Number of Participants</strong></td>
</tr>
<tr>
<td>Minutes: taking &amp; writing effective minutes</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>ESF: Communication dynamics</td>
<td>3</td>
<td>60</td>
</tr>
<tr>
<td>ESF: Customer Service</td>
<td>4</td>
<td>80</td>
</tr>
<tr>
<td>Course Title</td>
<td>Number of Courses</td>
<td>Number of Participants</td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td>-------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>ESF: Communicating effectively using email</td>
<td>2</td>
<td>36</td>
</tr>
<tr>
<td>ESF: Presentation Skills</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>ESF: Policies and Procedures</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>ESF: Handling work stress</td>
<td>2</td>
<td>37</td>
</tr>
<tr>
<td>ESF: Time management</td>
<td>2</td>
<td>36</td>
</tr>
<tr>
<td>ESF: Personal Effectiveness at Work</td>
<td>1</td>
<td>18</td>
</tr>
<tr>
<td><strong>April – June</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Title</td>
<td>Number of Courses</td>
<td>Number of Participants</td>
</tr>
<tr>
<td>Telephone call handling techniques</td>
<td>2</td>
<td>35</td>
</tr>
<tr>
<td>Minutes: taking &amp; writing effective minutes</td>
<td>2</td>
<td>28</td>
</tr>
<tr>
<td>Registry Procedures</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>Cultivating Self-Development</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td>Docreg Coaching Sessions</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Data Protection</td>
<td>5</td>
<td>111</td>
</tr>
<tr>
<td>ESF: Communication dynamics</td>
<td>4</td>
<td>80</td>
</tr>
<tr>
<td>ESF: Customer Service</td>
<td>2</td>
<td>45</td>
</tr>
<tr>
<td>ESF: Time Management</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>ESF: Presentation Skills</td>
<td>2</td>
<td>21</td>
</tr>
<tr>
<td>ESF: Personal effectiveness at work</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>ESF: Communicating effectively using email</td>
<td>2</td>
<td>36</td>
</tr>
<tr>
<td>ESF: Policies &amp; Procedures</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>ESF: Handling Work Stress</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>ESF: Equality Policies in the Public Service</td>
<td>1</td>
<td>112</td>
</tr>
<tr>
<td><strong>July – September</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Title</td>
<td>Number of Courses</td>
<td>Number of Participants</td>
</tr>
<tr>
<td>Emotional Intelligence at Work</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td>Minutes: taking and writing minutes</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td>Data Protection</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>Writing Skills</td>
<td>2</td>
<td>32</td>
</tr>
<tr>
<td>The Art of writing a good report</td>
<td>2</td>
<td>38</td>
</tr>
<tr>
<td>Docreg Coaching Sessions</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Emotional Intelligence at Work – Workshop</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Pre-retirement programme</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>ESF: Personal Effectiveness at work</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td>ESF: Communication dynamics</td>
<td>5</td>
<td>80</td>
</tr>
<tr>
<td>ESF: Communicating effectively using email</td>
<td>2</td>
<td>37</td>
</tr>
<tr>
<td>ESF: Customer Service</td>
<td>1</td>
<td>18</td>
</tr>
<tr>
<td><strong>October – December</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Title</td>
<td>Number of Courses</td>
<td>Number of Participants</td>
</tr>
<tr>
<td>Emotional Intelligence at Work</td>
<td>3</td>
<td>94</td>
</tr>
<tr>
<td>Emotional Intelligence at Work – Follow Up Session</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Building Trust for Better Work Relationships</td>
<td>2</td>
<td>34</td>
</tr>
<tr>
<td>The Art of Writing a Good Report</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>Minutes: taking and writing minutes</td>
<td>3</td>
<td>40</td>
</tr>
<tr>
<td>Telephone Call Handling Techniques</td>
<td>2</td>
<td>38</td>
</tr>
<tr>
<td>Data Protection</td>
<td>2</td>
<td>38</td>
</tr>
<tr>
<td>Effective Delegation</td>
<td>4</td>
<td>75</td>
</tr>
<tr>
<td>Registry Procedures</td>
<td>2</td>
<td>28</td>
</tr>
<tr>
<td>ESF: Personal Effectiveness at Work</td>
<td>6</td>
<td>112</td>
</tr>
<tr>
<td>ESF: Communicating effectively using email</td>
<td>1</td>
<td>17</td>
</tr>
</tbody>
</table>
Corporate Services Training

The Corporate Services Training Section co-ordinated training programmes pertaining to the CDRT Prospectus, ESF 4.100, as well as, courses forming part of the CDRT Diploma in Public Management. The Section provided the inclusion of four new courses to the CDRT 2013 Prospectus, namely; Travel Regulations and Procedures; Introduction to Green Public Procurement; Mapping out Terms of Reference and Specifications; Corporate Environmental Responsibility; and Green Initiatives in the Public Administration.

<table>
<thead>
<tr>
<th>Course/Training Programme</th>
<th>Number of Courses</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDRT–ESF 4.100: Interpreting and Using Evidence</td>
<td>2</td>
<td>31</td>
</tr>
<tr>
<td>CDRT–ESF.4.100: Data Management and Manipulation</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td>CDRT-ESF4.100: Principles of Performance Management</td>
<td>3</td>
<td>53</td>
</tr>
<tr>
<td>CDRT-ESF 4.100 Recruitment in the Public Service</td>
<td>1</td>
<td>32</td>
</tr>
<tr>
<td>Departmental Accounting System (DAS)</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Introduction to Green Public Procurement</td>
<td>2</td>
<td>53</td>
</tr>
<tr>
<td>Procurement by Contracting Authorities</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>11</strong></td>
<td><strong>209</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course/Training Programme</th>
<th>Number of Courses</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDRT–ESF 4.100: Introduction to Statistics using SPSS</td>
<td>2</td>
<td>27</td>
</tr>
<tr>
<td>CDRT-ESF4.100: Principles of Performance Management</td>
<td>3</td>
<td>54</td>
</tr>
<tr>
<td>Departmental Accounting System (DAS)</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td>Budgeting and Accrual Accounting (Diploma)</td>
<td>2</td>
<td>26</td>
</tr>
<tr>
<td>Public Procurement Regulations and Procedures</td>
<td>2</td>
<td>65</td>
</tr>
<tr>
<td>Travel Regulations and Procedures</td>
<td>1</td>
<td>34</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>13</strong></td>
<td><strong>236</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course/Training Programme</th>
<th>Number of Courses</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDRT – ESF 4.100 Interpreting and Using Evidence (Gozo)</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td>Anti Fraud and Corruption</td>
<td>2</td>
<td>58</td>
</tr>
<tr>
<td>Budgeting and Accrual Accounting (Diploma)</td>
<td>2</td>
<td>31</td>
</tr>
</tbody>
</table>
Inventory Management and Control | 1 | 16
---|---|---
Total | 6 | 124

## October – December 2013

<table>
<thead>
<tr>
<th>Course/Training Programme</th>
<th>Number of Courses</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDRT ESF 4.100 Introductory Approach to Data Analysis</td>
<td>2</td>
<td>40</td>
</tr>
<tr>
<td>CDRT – ESF 4.100 Interpreting and Using Evidence</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td>Introduction to Statistics Using SPSS</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>Data Management and Manipulation</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td>Basic Course in First Aid for OPM personnel</td>
<td>3</td>
<td>29</td>
</tr>
<tr>
<td>Introduction to Fire Fighting</td>
<td>3</td>
<td>32</td>
</tr>
<tr>
<td>Public Procurement Regulations and Procedures</td>
<td>1</td>
<td>35</td>
</tr>
<tr>
<td>DAS</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>13</strong></td>
<td><strong>187</strong></td>
</tr>
</tbody>
</table>

### Information and Communication Technology

During this year under review, the Departmental Tender for ICT courses was issued for Upgrade Workshops on Office Applications from Version 2003 to Version 2007 and Pivot Table Reports. This training was delivered by Computer Domain; whilst the rest of the courses and workshops were delivered by In-House Trainers.

The section is responsible for the CDRT website which was constantly updated. All available courses available during the year were uploaded with relevant detailed information, such as, the outline of the course, target audience and duration. News and Events were also being updated regularly.

Information sessions on how to complete e-tenders by third parties were held in collaboration with the Department of Contracts. These sessions were being held regularly whenever an electronic tender was published. A total of 310 people from various companies attended this training. Training was also carried out on the use of e-procurement (EPPS) by government employees; which continued from previous year with the cooperation of the Contracts Department. A total of 253 government employees were trained. Other training sessions were delivered, in collaboration with various Ministries and Departments, such as, a series of sessions on the use of the Freedom of Information IT system held in collaboration with the Freedom of Information Unit. A number of 135 FOI Officers were trained.

Following requests by several departments, ad hoc training was held for their specific needs including Decentralisation of the Issue of Calls for Applications for PAHRO, EUROMOD for the Economic Policy Division, SIS for PPCD, Customer Care IT System for MEU, DoRIS Project Level Information and TRACES for VET Services. Sessions and one-to-one training for people with learning difficulties were also provided. A series of courses on computer literacy and more advanced courses were held for AFM staff including Typing Practice. An examination was organised for AFM Personnel on the use of computer was provided for participants at the end of the courses. A total of 203 participants also attended the Upgrade Workshops from Office 2003 to Office 2007.

A total of 261 courses were held during this year totalling a number of 2369 participants.
TRAINING EVALUATION

As in previous years, CDRT continued with the implementation of stage 3 of the Kirkpatrick’s evaluation model.

At the end of each training programme, participants were asked to complete an evaluation sheet regarding the organisation and content of the programme (stage 1 of the Kirkpatrick model). Furthermore, the Trainers were requested to submit a brief report highlighting the participants’ involvement and concerns identified during the course.

At the learning (stage 2) level, participants were assessed on their knowledge acquired during the course. Assessments varied ranging from multiple choice questions to assignments and group work mostly involving case studies.

This evaluation was followed up by a questionnaire which was sent to participants and their line managers 4-6 weeks after the end of a programme. In implementing the third stage which is related to the transition from the learning curve to the hands-on activities, each section sent a questionnaire to a selected random representative sample of employees who attended their courses, and their line managers.

The third Level Evaluation Forms were mailed to participants who had attended the previous three months’ training and to their respective line managers. However, a lesser response was noted during this year under review when compared to previous years and when this evaluation was introduced, which is being explored further.

IN-HOUSE TRAINERS

A call for in-house trainers which was uploaded on the CDRT website continued to attract a number of public officers. Officers who were deemed eligible were asked to attend a train the trainer course, after which if found successful, would have been able to deliver training at CDRT themselves.

At present, there are some 50 in-house trainers in various fields including ICT, Management, Finance and Procurement, Registry Services and others.

ESF 4.100

ESF 4.100 Building Core Skills in the Public Service is a capacity-building project, co-funded by the European Social Fund of which 85% are financed through EU Funds and 15% from National funds.

Many Government and Public employees attended regular training through CDRT identified through a Training Needs Assessment which was carried out at the start of the project and held across the Public Service. This enabled a structured training strategy to be designed and implemented. ESF 4.100 project aimed to address different needs through various training initiatives and components, such as, e-learning and coaching. This project also offered Public employees sponsorships to participate in international conferences and seminars, as well as, attending academic courses.

The targets for ESF 4.100 included the implementation of a new Training Management Software, training of 8,000 public employees, 300 sponsorships for academic courses and another 100 sponsorships for international seminars and conferences.
Until the end of 2013, over 7,000 public employees were trained and 270 public employees attended and participated in 73 international events.

Academic sponsorships were issued and awarded as presented in the table below:

<table>
<thead>
<tr>
<th>Call</th>
<th>Applications</th>
<th>Masters</th>
<th>Bachelors</th>
<th>Diploma</th>
<th>Certificates</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>38</td>
<td>17</td>
<td>63</td>
<td>4</td>
<td>122</td>
</tr>
<tr>
<td></td>
<td>Awards</td>
<td>24</td>
<td>10</td>
<td>47</td>
<td>3</td>
<td>84</td>
</tr>
<tr>
<td>2</td>
<td>Applications</td>
<td>82</td>
<td>15</td>
<td>50</td>
<td>15</td>
<td>162</td>
</tr>
<tr>
<td></td>
<td>Awards</td>
<td>41</td>
<td>3</td>
<td>31</td>
<td>6</td>
<td>81</td>
</tr>
<tr>
<td>3</td>
<td>Applications</td>
<td>104</td>
<td>15</td>
<td>62</td>
<td>32</td>
<td>213</td>
</tr>
<tr>
<td></td>
<td>Awards</td>
<td>52</td>
<td>3</td>
<td>39</td>
<td>20</td>
<td>114</td>
</tr>
<tr>
<td>4</td>
<td>Applications</td>
<td>53</td>
<td>13</td>
<td>37</td>
<td>3</td>
<td>106</td>
</tr>
<tr>
<td></td>
<td>Awards</td>
<td>19</td>
<td>9</td>
<td>21</td>
<td>0</td>
<td>49</td>
</tr>
</tbody>
</table>

With courses, programmes and sponsorships reaching out across the Public Service, this project compliments efforts being made towards improving the role and abilities of public administration.

ACADEMIC PROGRAMMES

Diploma in Public Management

In year 2013, the Diploma in Public Management course was running its second scholastic year. Students submitted their project proposals and started working on their long essays in fulfilment of the course requirements. The long essays were to focus on at least one of the areas covered by the DPM: Management and Leadership, Government Policy and Legislation and Government Finance. Submissions received from the students were evaluated. Some students were requested to re-submit their proposals. The long essay is to be submitted by April 2014.

Diploma in Public Administration

During year 2013, twelve Public Officers resumed their studies for the Diploma in Public Administration, a two-year course held at the University of Malta.

Higher Diploma in Accounting and Finance

A number of 31 participants are attending this course at the University of Malta. Officers reading for this diploma have been deployed in various accounts sections to gain hands-on experience. The knowledge gained would enable them to assume new responsibilities and roles at the successful completion of their studies.

University Campus

Plans were set into motion for CDRT to become a University of Malta campus, as well as, the hosting of the Institute of Public Administration and Management.

Awards
A number of Awards are being drawn up to be submitted to MQC for accreditation. Thus, short courses will now be accredited and applicants are enabled to build a portfolio of accredited courses and their related release of certification.

**Accredited school**

MQC has officially recognised CDRT as an accredited body.

**INTERNATIONAL PROGRAMMES**

**Familiarisation Visit**

The Policy and Government and the Management Development Sections organised and coordinated the Familiarisation Visit for European Commission officials; which was held by CDRT between the 11 and 13 November 2013. A varied programme was prepared to enable the participating Officers to familiarise themselves with the Administration and Political system of Malta within the context of Maltese history and culture. Visits were organised to the House of Representatives, where participants were addressed by the Speaker of the House, as well as, St John’s Co Cathedral, where they witnessed the legacy of the first example of a European union. A number of expert speakers were invited to give a presentation and counterpart meetings were organised on behalf of the participants.

**Malta Commonwealth Third Country Programme**

The Policy and Government Section together with the Management Development Section organised the Malta Commonwealth Third Country Training Programme held between 27 May and 14 June 2013. A number of 18 participants from Commonwealth Third Countries participated in this programme. COMSEC has also requested CDRT to organise another such programme during 2014; one of three courses that are organised in Malta through the Commonwealth Malta Third Country Programme.

**Internships**

Four interns from Hungary spent a 2-month internship period in Malta between September and October 2013. Two of the interns were assigned to the Malta Resources Authority, one at the Foundation for Social Welfare Services and another one at the Department of Information. The CDRT, as partner with the Hungarian Institute of Public Administration, facilitated by allocating the interns within the respective host Departments, assisting them in finding suitable lodging for their stay and followed up their performance with the respective host departments. All interns have received favourable reports with regards to their performance by the hosting organisations.

**SPONSORSHIPS**

**Language Sponsorships**

Thirteen students have been issued a refund following successful completion of training in German, French or Spanish languages during the scholastic year 2012-2013. Meanwhile, a fresh call has been issued which attracted 29 new applicants who are following training in one of the three languages during the scholastic year 2013-2014.

**EIPA**
During 2013, 147 invitations for EIPA Training Programmes were received and processed.

**Singapore**

We have received thirty-seven (37) invitations from Singapore through the Ministry of Foreign Affairs for officers in Public Administration to participate in various training programmes. Two nominations were not shortlisted by Singapore whereas five participants have attended training in the following areas:
- International Urban Search and Rescue
- Safety Oversight Inspectors (Aerodromes)
- International Disaster Management Programme
- Sustainable Water Resources Management
- Intelligent Transport System & Transport Innovation.

**NEPT**

A participant was nominated to attend an NEPT Programme between October and December 2013; the nomination was processed and accepted by Permanent Representation and the European Commission. However, the application was withdrawn since the Department could not provide the necessary funds.

We have received another invitation for a specific NEPT training programme with the European Maritime Safety Agency (EMSA); however no nomination was received.

**Erasmus**

Four officers attended a 10-day Erasmus Programme during 2013. Officers hailed from MCST, PPCD and Treasury. All participants have reported positively on the experience gained through this short traineeship.
The Corporate Projects Directorate facilitates the implementation of corporate projects in the fields of Human Resources Management, Human Resources Development, employee support and well-being, through the provision of assistance to line ministries/directorates in identifying external funding opportunities for the implementation of such projects, and providing the necessary support throughout the different phases of projects to secure the highest level possible of acquisition and absorption of funds from centralised or decentralised financing programmes.

Within a research context, the Directorate is mandated to carry out studies on Public Administration related issues. In this context the Directorate launched the CDRT Research Assistants Scheme intended to develop its core research activities. This scheme offers the administration a unique opportunity to foster research from amongst public employees on relevant policies to assess the effectiveness and impacts of such policies.

During the past months, the Directorate focused on the identification of the HR requirements for the Directorate to enable it to assume its responsibilities, whilst ensuring that through the proposed organisation structure the Directorate would have the necessary flexibility and efficiency to effectively support the Public Administration both from the research aspect and in supporting line departments in the acquisition and absorption of external funds through the development of HR corporate projects.

The Directorate was also tasked with the implementation of two ESF projects; ESF4.97 - Employee Support Programme for Public Employees, and ESF4.98 – Strengthening IMU's and related functions through specialised Training Programmes.

Support to Line Departments

During the current year the Directorate was actively involved in supporting the Ministry for European Affairs and Implementation of the Electoral Manifesto in developing a capacity building project addressing training and development requirements within the Public Administration in the area of EU Affairs. The Directorate also assisted the Ministry with the drawing up the application for funding through ESF for the implementation of the Project. The Directorate is also a partner in this project and will continue to offer its support from a technical aspect throughout the project’s implementation.

The Directorate was also actively involved in supporting the Employment and Training Corporation with the implementation of the ESF 2.201 Project ‘Enhancing Employability through Training’.

ESF 4.97 Employee Support Programme for Public Employees

The Directorate continued with the implementation of the Employee Support Programme up to end of May 2013 when the project was re-assigned to the Public Administration HR Office. With a budget of €600,423 the programme is co-funded through the European Social Fund, Operational Programme II, Cohesion Policy 2007-2013.

The Employee Support Programme supports government in its objective to promote the physical and psychological well-being of its employees. The Programme is designed to deal, on a short-term basis, with a broad range of difficulties, such as, work related stress, mental health and emotional stress, marital and family concerns, bereavement and terminal illness, addictive behaviour and disability issues. The support is provided in
partnership with the programmes six partners; namely, the Foundation for Social Welfare Services (FSWS), the Malta Hospice Movement, the National Commission for Persons with Disability (NCPD), OASI Foundation, Richmond Foundation, and Cana Movement.

Another major component of the project is the Situation Needs Analysis (SNA) to analyse and identify the psycho-social and disability issues within the Public Administration.

During this period the Directorate secured further funds and sought the approval for extending the Project by a further year.

Between the period January to May 2013, a total number of 1,500 public employees attended 94 training sessions under the project. During the same period, a total of 270 individual support sessions were offered by ESP Unit.

**ESF 4.98 Strengthening IMU’s and related functions through Specialised Training Programmes**

The current year saw the successful completion of the ESF4.98 Project. With a budget of €1.6 Million the project is co-funded through the European Social Fund, Operational Programme II, Cohesion Policy 2007-2013.

The project is aimed at strengthening the public administration in the field of specialist ICT training through the development of the human resource capacity of its ICT Units and beyond. The training is being provided over a number of months allowing for the professional development of public employees working in ICT.

A total number of 1,165 participants attended to a total of 108 specialist ICT training courses and 7 International ICT Conferences.

**CDRT Research Assistants Scheme**

The Directorate developed and launched the CDRT Research Assistants Scheme and a number of research initiatives were identified and prioritised. The first Expression of Interest for Public Officers to participate in the Scheme was issued in September, in consequence a further five public officer were selected to participate. Through the Scheme, Public Officers give up to a maximum of 30 hours weekly towards the Scheme for a maximum period of six months. Public Officers under the Scheme may be assigned duties either at the Corporate Projects Directorate or at the Management Efficiency Unit.

**Policy Development and Programme Implementation Directorate**

**INTRODUCTION**

In 2013 the Office of the Prime Minister merged three distinct sectors within its Ministry into one Directorate. The Policy Development and Programme Implementation Directorate (PDPI) has been formed to take on the general responsibilities of policy development for the dossiers which fall under the remit of OPM, including EU Affairs as well as the Line Ministry function in relation to EU co-financed projects falling under the remit of OPM during the 2007-2013 programming period.

**POLICY DEVELOPMENT**

Under this new area of responsibility the Directorate coordinated with the main entities under the remit of OPM which are directly responsible for areas that are currently undergoing policy reforms and which are of high priority for OPM.
Coordination on these areas is required to ensure that action and discussions at high political level are reflected at a National and European level. The Directorate monitored developments in the drawing up of the measures included in Malta’s National Reform Programme and the EU Country Specific Recommendations and coordinated the Ministry’s response towards the planning for the Programming Period 2014-2020.

**EU AFFAIRS**

This area of responsibility includes the coordination of all EU related processes and procedures for all the dossiers within the portfolio of OPM. Responsibilities include the monitoring of draft EU legislation to be adopted and transposed into Maltese law and drawing up of positions related to EU legislation in line with Government policy.

During 2013, the Directorate continued to ensure that a response is provided to any requests for policy decisions required by EU Institutions through the Permanent Representation of Malta to the EU, including the provision of appropriate instructions and briefings for Malta’s effective participation in meetings of the Council of Ministers, the Committee of Permanent Representatives, Council Working Parties as well as other Committees of other EU institutions.

The role of the Directorate also includes the circulation of information to key stakeholders and to facilitate a flow of information between the Permanent Representation of Malta to the EU and the entities which fall under the remit of the Office of the Prime Minister. The Directorate provides support to the OPM’s line departments in areas relating to the European Union and also contributes to positions on EU proposals within the remit of other Ministries.

The Directorate carried out consultations leading to Malta’s transposition of EU Directives into national law and coordinated the Ministry’s response on infringements.

**Participation in Meetings**

The Directorate also monitored Malta’s effective participation in EU related meetings and ensures that there is a consistent participation in all priority Council Working Parties and Commission Working Groups by the relevant Government experts.

The Director regularly represented OPM in the meetings of the Inter-Ministerial Committee for EU Affairs. During 2013, the Directorate presented a total of 61 Explanatory Memoranda outlining Malta’s position on EU Proposals in relation to issues for which the Office of the Prime Minister is the implementing Ministry. In addition, the Directorate also provided feedback in relation to numerous other Explanatory Memoranda for which OPM is a participating Ministry. The explanatory memoranda were cleared by the Inter-Ministerial Committee for EU Affairs and subsequently approved by Cabinet of Ministers before being transmitted to the Standing Committee on Foreign and European Union Affairs of the House of Representatives for its consideration.

The Director represented OPM as the Focal Point for Sustainable Development and as the Focal Point for the National Environment Policy (NEP). The Director is also a member of the Sustainable Development Network and an observer on the group of the Guardian for Future Generations.

**Portfolio Changes and Priority Dossiers**
Following the March 2013 general election the Directorate took action to ensure that there is a smooth transition in relation to those EU dossiers which were either handed-over or for which new responsibilities were assumed between OPM and relevant Ministries. Consultations were held with the respective Ministries to identify the most opportune time when the transfer of dossiers could be done to ensure the least possible disruption and continuation of work on the dossiers in the transition period. The Directorate continued to manage all the work in relation to the dossiers up to the final handover meeting, and assumed immediate responsibility for the new dossiers once these were transferred from other Ministries.

During 2013, the Directorate was active in the coordination of the positions and feedback for the discussions on a number of priority areas which fall under the remit of OPM. A number of priority dossiers under discussion dealt with issues in relation to the EU staff regulations, areas which concern MEPA (planning aspects), the simplification of administrative processes and public administration.

In July 2013, the Directorate took the overall coordination of the European dimension of the Justice dossier in coordination with the relevant entities under the remit of OPM. In line with this responsibility the Directorate coordinates all EU aspects of the Justice dossier, including the provision of timely and correct replies to any requests received from EU Institutions requesting Malta’s input and position and the monitoring of Directives and Regulations discussed at an EU level in consultation with Courts and the AG’s Office.

**PROGRAMME IMPLEMENTATION**

A major part of the Directorate’s responsibilities is the Line Ministry function in relation to EU co-financed projects falling under the remit of OPM during the 2007-2013 programming period. Throughout 2013, the Directorate was also responsible for acting as Line Ministry for projects falling under other Ministries but which previously fell under OPM’s portfolio, in order to facilitate the changeover following the March 2013 General Election.

**Coordination of 2007-2013 Cohesion Funds**

As one of its Line Ministry functions in relation to 2007-2013 EU projects, the Directorate provides ongoing support to project leaders implementing projects in departments/entities falling within the remit of the Office of the Prime Minister. Assistance is provided from the pre-application stage right through to project closure stage.

Daily searches are carried out on related websites for new calls, funding programmes, information sessions and conferences. The Directorate ensured that timely information on issues related to EU funding was relayed to OPM departments and entities. The Directorate was also involved in the vetting and endorsement of project proposals. Structural Fund Database SFD training was given to the project leaders responsible for ESF 4.180 and ESF4.182. Continuous SFD support was given to project leaders, NGO’s and local councils.

During 2013, PDPI was consequently responsible for the overall monitoring of 6 European Regional Development Fund (ERDF) and 12 European Social Fund (ESF) projects and 3 European Agricultural Fund for Rural Development (EAFRD) projects. 4 European Social Fund (ESF) Training projects and 1 European Regional Development Fund (ERDF) project (entitled: Developing Environmental Monitoring) were screened and compliant from a Sustainable Development standpoint.

The projects monitored by PDPI, bearing a total budget of €101,775,763 are the following:
<table>
<thead>
<tr>
<th>Operational Programme I Cohesion Policy 2007-2013</th>
<th>European Regional Development Fund (ERDF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ERDF 32</td>
<td>Heritage Malta</td>
</tr>
<tr>
<td>Archaeological Heritage Conservation Project: Embellishment and conservation of Ġgantija and Tarxien Temples, both inscribed on the UNESCO World Heritage List, as well as St Paul's Catacombs which are on the Tentative List for future inscription as a World Heritage Site. Total budget: €9,163,521</td>
<td></td>
</tr>
<tr>
<td>ERDF 33</td>
<td>Malta Tourism Authority</td>
</tr>
<tr>
<td>Tourism Zone Upgrade with landscaped urban spaces and other facilities: Provides landscaped urban space with seating and sea views in three tourism zones; Qawra, Pembroke and St Paul's Bay. Additional facilities include public aquarium (including marine visitor attraction, ancillary facilities such as restaurants, souvenir outlets and parking spaces), a diving institute and car parking facilities in the Qawra and a cycle track and Garigue Heritage Park in Pembroke. Total budget: €14,547,546</td>
<td></td>
</tr>
<tr>
<td>ERDF 135</td>
<td>Tourism &amp; Sustainable Development Unit</td>
</tr>
<tr>
<td>Grant Scheme for Sustainable Tourism Projects by Enterprise: Provides financial aid towards Malta’s tourism sector. Total budget: €10,000,000</td>
<td></td>
</tr>
<tr>
<td>ERDF 156</td>
<td>Malta Environment and Planning Authority</td>
</tr>
<tr>
<td>ERDF 245</td>
<td>Heritage Malta</td>
</tr>
<tr>
<td>Fort St Angelo Heritage Experience: Restoration of the Historic Fabric of Fort St Angelo. Total Budget: €13,390,000.</td>
<td></td>
</tr>
<tr>
<td>ERDF 311*</td>
<td>Malta Council for Science and Technology</td>
</tr>
<tr>
<td>National Interactive Science Centre. Total Budget: € 25,850,000 (* As from May 2013 the Line Ministry function of this project has been transferred to the Ministry for Education and Employment.)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operational Programme II Cohesion Policy 2007-2013</th>
<th>European Social Fund (ESF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESF 2.11</td>
<td>Malta Tourism Authority</td>
</tr>
<tr>
<td>Developing Leaders for Change and Innovation in Tourism: Designed to up-skill and certify owners, managers and supervisors as well as job-seekers and unemployed persons in the tourism sector. Total budget: €4,120,396</td>
<td></td>
</tr>
<tr>
<td>ESF 2.78</td>
<td>Malta Tourism Authority</td>
</tr>
<tr>
<td>Retaining and Attracting People within Tourism through Diversity Management: This research project is aimed at identifying recommendable actions/training to retain employees in the tourism industries and attract new ones. Total budget: € 308,801</td>
<td></td>
</tr>
<tr>
<td>ESF 4.87</td>
<td>Management Efficiency Unit</td>
</tr>
<tr>
<td>Developing the Maltese Public Sector’s Capacity to Implement Better Regulation: Through this project, the Maltese Public Administration should be able to improve its capacity to attain Government’s 15% administrative burden reduction target for businesses by 2012, by providing dedicated Better Regulation support to Line Ministries, training and best-in-class standards for regulators. Total Budget: €1,672,947</td>
<td></td>
</tr>
<tr>
<td>ESF 4.97</td>
<td>Employee</td>
</tr>
<tr>
<td>Employee Support Programme (ESP) for Public Employees:</td>
<td></td>
</tr>
</tbody>
</table>

53
| ESF 4.98 | Centre for Development, Research and Training | Strengthening IMUs and other related functions through Specialist Training Programmes: The project will allow for the creation of a training framework embracing a number of ICT training initiatives to upgrade the skills of officers engaged in the ICT field. Total Budget: € 1,198,122 |
| ESF 4.100 | Centre for Development, Research and Training | Developing Core Skills in the Public Service: Strengthening the institutional and administrative capacity of the Public Service by identifying the needs of public officers as regards skills and competencies and addressing those needs via training. Total budget: € 3,136,278 |
| ESF 4.152* | Malta Council for Science and Technology | Capacity Building for MCST: The ‘Capacity Building for MCST’ Project aims at improving current skills and developing new competencies as well as increasing the knowledge base and level of expertise of The Council’s staff. Total Budget: € 293,279 (‘* As from May 2013 the Line Ministry function of this project has been transferred to the Ministry for Education and Employment. |
| ESF 4.159 | Management Efficiency Unit | Developing Quality Management in the Public Administration through CAF. Developing Skills and competences of public officers in the application of the Common Assessment Framework and central competencies within MEU to lead CAF implementation in the Public Administration Total Budget: € 337,449 |
| ESF 4.163 | Malta Competition and Consumer Affairs Authority | Training of Consumer and Competition Officials and Awareness Campaign Strengthening the administrative capacity of the public sector by identifying the needs of the public officers through a study relating to codes of conduct and an awareness campaign to inform people about the new authority and legislation. Total Budget: € 534,024 |
| ESF 4.167 | Employee Relations Directorate, Public Admin HR Office | Enhancing the Public Service’s HR Management Competence - The project entails procurement of HR-modules for the enhancement of the payroll system and training of HR Sections’ staff members on how to make the best use of these modules. This project’s aim is to enable management to obtain valuable information for the better management of staff, thus increasing efficiency. Total Budget: € 907,094. The project was later withdrawn. |
| ESF 4.180 | Data Protection Unit. | Enhancing Data Protection Compliance in the Public Service - This project will enhance competencies in the Public Service by providing Data Protection Officers with theoretical |
specialised training to be followed by practical sessions under the guidance of experts, leading to certification which varies from participation to a recognised qualification by the Information and Data Protection Commissioner. Total Budget: € 328,176

<table>
<thead>
<tr>
<th>ESF 4.182</th>
<th>Malta Competition and Consumer Affairs Authority -</th>
<th>Strengthening the office for Competition for Better Functioning Markets – The Project is intended to train economists and lawyers working at the office for Competition (OC). The training will focus on economic principles and the econometric tools used in investigating antitrust cases, in controlling mergers and in conducting inquiries and on legal substantive and procedural issues in relation thereto. Total Budget: € 117,447</th>
</tr>
</thead>
</table>

**European Agricultural Fund for Rural Development 2007-2014**

| EAFRD 8/313 | Malta Tourism Authority | Malta Goes Rural Creation of a number of rural walks in Malta. Total Budget: €1,888,000 |

**European Economic Area and Norwegian Financial Mechanism (EEA/Norway)**

| MT02/3 | Heritage Malta | A new Environmental Management System for the Hal Saflieni Hypogeum. Total Budget: €1,220,700 |

PDPI also exercised a Line Ministry function in regard to the payment process relating to projects approved for implementation by non-governmental organisations (NGOs) and local councils. This function included processing payments (Invoice Status Certificates - ISCs) on the Structural Fund Database related to all approved ESF/ERDF projects which at the end of the year amounted to 38. PDPI also processed payments for the ESF and ERDF Technical Assistance programmes of the Managing Authority. The number of Invoice Status Certificates that PDPI processed through the Structural Fund Database (SFD) system during 2013 reached a total of 2113, a 17% increase over the previous year.

Meetings with entities whose projects have been selected for EU funding, were held on a monthly basis with a view to monitor project progress, deal with emerging issues and facilitate programme management. PDPI held 3 Ministerial Projects Steering Committee (MPSC) meetings, to monitor projects within OPM’s remit, and also attended three meetings of the Ministerial Projects Steering Committee (MPSC) of EU Funded projects and other monthly meetings organised by the Ministry of Tourism, for which OPM functioned as line Ministry during 2013.

Other activities included two bilateral meetings regarding NGOs and Local Councils which were organised by the Managing Authority and 3 meetings regarding the Thematic Evaluation of Operational Programme I (OPI) and Operational Programme II (OPII). The Directorate also attended bilateral meetings on the European Economic Area and Norway Grant (EEA/ Norway), on European Agricultural Fund for Rural Development
(EAFRD) projects and another meeting regarding the Computerised Accounting Record System (CARS) database for EEA/Norway Payment system.

All EU Fund Managers within the Directorate attended a meeting at the Managing Authority (MA) about ESF ‘On The Spot Checks’ (OTS’s) and conducted a total of eight OTS’s. EU Fund Managers attended meetings at the MA for Energy projects (Payment Process), the launch of Call 4 Grant Scheme, and a meeting with stakeholders (MA and Treasury) on pending/problematic issues related to project implementation and disbursement. Members from the Directorate also attended two Intermediate Bodies IB meetings and a Local Informal and Information Publicity (LIIP) network meeting.

During 2013, the Director and officials attended meetings of the Operational Programmes Monitoring Committees and Stakeholders meeting, and a Seminar on Community Programmes under centralised management. Moreover, continuous liaison vis-à-vis project proposals, procedures and the Structural Funds Database was maintained with a number of horizontal stakeholders namely the Treasury, Managing Authority, Department of Contracts, various NGOs and local councils.

**OPERATIONAL ISSUES**

**Annual Reports of Government Departments**

Early in 2013, the Directorate undertook the task of compiling the reports submitted by government departments for their activities during the previous year.

**Boards and Committees**

Up to the March 2013 General Election this Directorate processed appointments on constitutional bodies and on OPM boards and committees, and maintained the relative database up-to-date. Following the re-organisation of the Ministries in March 2013, this responsibility ceased to fall under this Directorate with the exception of appointments to MCESD which were still processed by PDPI until November 2013. Twelve letters of appointment to MCESD were issued during 2013 by PDPI together with one letter of appointment to the Electoral Commission.

**Data Protection**

Data Protection compliance in the Public Service fell under the remit of PDPI until June 2013. The OPM Data Protection Team offered advice and assistance to Ministries and Departments in the field of data protection. The Data Protection unit within this Directorate benefited from an ESF project (ESF 4.180 Enhancing Data Protection Compliance with the Public Service).

**Freedom of Information**

A new Freedom of Information Officer (FOIO) was appointed following the transfer of the previous officer. The officer attended the required training.

Activities carried out in connection with this role included:

- compilation of PDPI’s Freedom of Information (FOI) datasheet and information about the documents held in the Directorate in line with Article 17;
- compiling the FOI datasheets and submitting to the Principal Freedom of Information Officer and to the Freedom of Information Coordinating Unit;
- checking the FOI portal and FOI e-mail folder on a daily basis for requests for information;
- No FOI requests were received during 2013.
Implementation of Eco-friendly Initiatives

During the first quarter of 2013, the Directorate continued to monitor the implementation of environment practices across the Office of the Prime Minister and to extend assistance and support to the Green Focal Points (GFPs) in OPM Departments and Entities. Communication was maintained with the Green Focal Points network. Following the March 2013 General Election this responsibility ceased to fall under the remit of this Directorate.

Customer Care Function

Up to March 2013 the Directorate handled the Customer Care issues falling under the remit of the Office of the Prime Minister. Complaints/requests are received both from the local general public as well as from abroad, mostly through the OPM website or by e-mail. During the year, 174 customer care requests were received through the OPM customer care website, 134 complaints were sent by locals and 40 complaints emanated from foreigners. 13 complaints were received through the customer care website, servizz.gov mainly about issues concerning MEPA. All were dealt with expeditiously or referred to the relevant ministry/department for appropriate action.

OPM Website

This Directorate was responsible for the content management of the ‘Office of the Prime Minister’ section of the website up to the March 2013 general election. Up to that date it was reviewed on a regular basis, so as to ensure that website information was maintained accurate and up to date.

Management Efficiency Unit

INTRODUCTION

During the year 2013, MEU continued to provide professional support to the Public Administration to ensure delivery of the Government’s programme of works, through informed and researched-based advice to the Office of the Prime Minister and the respective line Ministries. MEU demonstrated leadership, assisted facilitation of the transition from the previous to the present legislature, and prioritised strategic and management issues according to the vision and policy direction of Government. Its central involvement with and close liaison to the top tiers of the Public Administration, as well as, availability and guidance to Ministries and their component Public Service Departments and Public Sector Entities, have contributed in various ways towards institutional effectiveness and efficiency.

MEU consultancy project assignments undertaken generally included one or more elements of the following: policy development, strategic planning, operational reviews, general management, project management, human resources management, financial management; change management, organisational design, management
audits, pre-IT business analysis, joined-up Government initiatives, feasibility studies, and implementation action planning.

**Highlights 2013**

During the year in caption, MEU augmented its available consultancy staff complement from 11 to 14 officers. Consultancy staff was divided into cluster teams, each assigned to deal with specific respective Ministries, with the intention to enhance specialisation and foster greater cooperation with senior staff of the Ministries. A new internal *modus operandi* was established, in order to standardise consultancy assignment procedures and improve progress reporting mechanisms. Opportunities were given to staff to participate in relevant seminars and training events, both locally and abroad.

During 2013, MEU increased its scope of undertakings and dedicated its efforts towards:

- introducing the next phase of public administration reform, through legal, organisational and procedural consideration and rationalisation;
- assisting public administration to prepare for the new EU funding programme 2014-2020;
- upgrading and enhancing service delivery to citizens mainly by: expanding the administration of the government’s online customer care system; championing new better regulation and simplification measures; and commencing a new and comprehensive one-stop-shop initiative;
- reviewing tools and methods for general monitoring and evaluation;
- sustaining a management advisory focus as requested in a number of areas, with particular emphasis towards processes, structures and capacity issues.

**Management Advisory Assignments**

During 2013, MEU was involved in more than 50 consultancy assignments. Some of these involvements, either completed or in progress by the end of year, were related to:

- coordinating the strategic policy framework in the area of institutional capacity and public administration efficiency, as necessary for EU funding under the new incoming programme;
- assisting line Ministries to identify key performance indicators (KPIs) for the commitment proposals within the Programme of Government, as pertaining to them respectively;
- assisting the auditing of various functions at Airmalta plc;
- reforming of the Public Administration Human Resources Office (PAHRO);
- introducing new procedures for recruitment by public sector entities;
- re-engineering of the trade licencing process and revising of shop opening regulations;
- restructuring of the business-first outreach programme at Malta Enterprise;
- reviewing of the Courts of Justice Department and assisting the justice reform process;
- assisting energy efficiency planning for St. Vincent de Paule Residence;
- reviewing of the Foundation for Social Welfare Services and its support agencies Sedqa, Sapport and Appogg;
- reviewing of enforcement and inspection functions in certain revenue generation departments;
- reviewing of the corporate service function in certain Ministries, especially its liaison with line entities;
- drafting a strategy for the Green Economy and the creation of green jobs;
- legislation and human resource auditing for the setting up of Festivals Malta and Malta Krejattiva;
• revamping of the traditional regatta as part of the Grand Harbour regeneration
• strategic planning for the Housing Authority;
• assisting the transferring of certain finance-related back office public service operations to Gozo;
• preparing the introduction of new Management Information Systems (MIS) for specific areas;
• evaluating processes of the new multi-annual financial framework for Home Affairs;
• reviewing the public procurement process;
• reviewing the entitlement function within the Ministry for Health.

OUTLOOK 2014

The agenda for the MEU shall continue to be determined by the strategic objectives set by Government for the delivery of its services. This necessitates a balanced programme between continuity of current operations and new projects, but with greater emphasis towards horizontal government-wide requirements over vertical Ministry-specific requests.

The reviewing of corporate entities of oversight and strengthening their strategic aligning is a core issue to address. Assisting and monitoring the action planning and implementing of the various reform aspects, especially those in key sectors, is another priority. The thrust towards improving open government, quality management and citizen-based service orientation remains an important element.

In its advisory function, MEU will continue to strive to further strengthen the leadership and management framework of Government whether in strategic planning, policy development, rules and regulations, projects and operations, or corporate support.

Government Property Department – Directorate General

INTRODUCTION

The Government Property Department (GPD) is responsible for the management of Government’s immovable estate. The mission of the GPD is to promote, maintain at the highest level, the proper utilisation of Government’s immovable estate and to ensure an equitable process for the acquisition of property that may be required for public purpose. The GPD incorporates the Land Directorate, Finance and Administration Directorate, the Estate Management Directorate, and the Joint Office all of which fall under the full responsibility of the Director General.

The GPD acts as the coordinator of all operations, although each of the four directorates has precise objectives to achieve within a specific remit. In this aspect, the GPD actually ensures the smooth management through the provision of the necessary financial and administrative support.

Functions of the Commissioner of Land

In December 2012, the functions of the Commissioner of Land were amalgamated with the duties of the Director General (Government Property). This amalgamation created a situation where the Head of Department practically took all the administrative, technical and legal decisions that concern immovable property which resulted in a lack of good governance in transparency on any decisions taken. Following the change in administration, it was felt that a system of checks and balances be again introduced and the functions of the Commissioner of Land, in terms of the Commissioner of Land Ordinance (Chap 169), be separated from the duties of the Director General and again re-vested in the Director Land. In December 2013, the Director Land assumed the
functions of the Commissioner of Land in terms of Law by virtue of Legal Notice 436 of 2013.

**Major Projects**

The operations of the GPD are instrumental to the carrying out of major projects identified by Government. This is mainly due to the fact that GPD provides ongoing support to other Government Departments/Entities to achieve the project’s objectives. The support service provided includes, information on government property, eviction of squatters, termination of leases, acquisition of private property, provision of alternative accommodation, drawing up of property drawings, drafting of deeds and presenting parliamentary resolutions.

The major projects in which GPD was heavily involved during 2013 are the following:

- The issue of an International Call for Expression of Interest for Land Reclamation purposes.
- The issue of Expression of Interests on 4 Government owned vacant properties which have a high potential to be restored and developed for commercial use.
- Assisted in the negotiations to take back possession of a prominent property in Valletta namely Cafe Premiere.
- The ongoing process to transfer residential blocks to Housing Authority according to Cabinet’s direction;
- The ongoing exercise to identify vacant property in Valletta;
- The ongoing process to retrieve property which had been expropriated on behalf of the roads authority in the past but had not been utilised, in order to release it to its former owners;
- Settlement of claims for past expropriations.

**Tender Committee**

One of GPD’s main functions is the disposal of government property which generally is made through a call for tenders. Since 2010, all requests for government-owned properties were being monitored by a Tender Committee which at that time had to decide whether the requested property could have been disposed of through the issue of a call for tenders and subsequent adjudication. In June 2013, the functions of the Tender Committee were changed. The Committee seized to decide on whether a property should be disposed off through the issue of a call for tenders, evolving its functions to be limited to that of an adjudicating Tender Committee. The former role of deciding whether a property should be disposed off through a call for tenders and subsequent determination of the terms on which a property may be transferred is now entrusted to a new Evaluation Committee.

**Information Technology**

At the beginning of 2010, GPD entered into an agreement with LOQUS for the provision of a new, comprehensive IT system to operate the Land Estate Management Information System (LEMIS). The first six months of 2011 were quite challenging. Management had to take decisions of whether the new IT system will address the requirements of the Department and ascertain that the system will support all relevant GPD business procedures efficiently and effectively with accurate functionality and data. The exercise also served to enable GPD staff members to become familiar with LEMIS operation and output. To actually confirm that the successful migration to Manhattan, there was an extended period of parallel run
testing to verify that the new system produces the same results as the old system and verify that it can handle the production load of the Department.

The first of the 6 Lemis module was implemented in early 2012 and targeted the rent collection system functionality. The whole changeover to the new automated revenue system was completed and is being continuously maintained and updated.

The migration of the Joint Office database to a more upgraded version of the Land Estate Management Information System (LEMIS) database was concluded in 2013. The newer version of the LEMIS namely the LEMIS V2 was more user-friendly. Therefore, the Management decided to adopt the LEMIS V2 system to enhance its business processes and apart from the migration of the Joint Office database, even the database previously adopted by GPD was migrated to the new LEMIS V2. The system went ‘live’ on 1st October 2013. Work also continued on the implementation of the second module of the LEMIS system. The functionality of the second module consisted of, enhancing the Geographic Information System currently in use to form an integral part of the new advanced system. Moreover, the scanning and tagging of all property forms pertaining to properties administered by Joint Office was concluded. This exercise forms part of the digitisation process of over 130,000 files that have to be scanned.

**Schemes**

The GPD continued to work on the processing of applications received for various Schemes which were launched in previous years. The Valletta Shops Scheme which targeted government-owned shops located in Valletta closed on 1st December 2013 and total of 82 applications were received. This scheme was targeted to provide business owners, operating from government-owned shops, an extension of lease for up to 45 years. Work also continued on the Agricultural Land Scheme where farmers were being established, under the conditions of the Scheme. Progress was also registered on the scheme, which was based on Government’s announcement in the 2002 Budget Speech; as well as, on all Government properties held on temporary emphyteusis or lease, and which were either resident-occupied or summer residence.

**Conclusion**

The Government Property Department’s role is to ensure that Government property is optimally utilised.

The major challenges for next year include proposed re-organisation in the set up of the Government Property Department; the reduction of pending arrears especially those relating to commercial premises; the generation of more revenue from commercial property; the digitising of files and scanning of all documents; further implementation of LEMIS Project especially the remaining modules.

**Government Property Department – Finance and Administration Directorate**

**Introduction**

The Finance and Administration Directorate is responsible for all the financial and administrative work of the Government Property Department and also provide support services to the other 3 Directorates falling under the Department’s umbrella namely the Estate Management, Land and the Joint Office.

**LEMIS Project**
Following the implementation of the new Land and Management Information System (LEMIS) in 2011, the first of the six Lemis modules began to function in early 2012. The first module targeted the functionality of the rent collection system. This module enabled a more efficient reporting system on revenue collection, amounts of arrears due and other reporting facilities required both for internal and external use. The migration of the Joint Office database to a newer version of the LEMIS database was initiated and concluded in 2013. Since the newer version of the LEMIS system was found to be more user-friendly, management decided to transfer all GPD databases on the new LEMIS V2 system. The LEMIS V2 went live on 1st October 2013. The first invoices for the Joint Office Property were created through the LEMIS V2 system.

One of the features of the LEMIS project targets the digitisation of over 130,000 files. For this purpose, two photocopiers/scanners were purchased to permit the initiation of the scanning of documents. In 2013, the scanning and tagging of all property forms pertaining to properties administered by Joint Office were concluded. The exercise of digitisation happens to be an ongoing process and will continue to digitise the remaining properties administered by GPD.

Work commenced on the implementation of the second module of the LEMIS system. The functionality of the second module consisted of enhancing the Geographic Information System currently being used to form an integral part of the new advanced system. The LEMIS Project also entails an ongoing in-house training programme on the functionality of the system. Continuous training is provided to all end-users and will continue until the implementation of all modules is finalised.

Revenue Collection

During 2013, an amount of not less than 45,581 rent invoices were issued to ensure timely recovery of rent dues. Special efforts to recoup rents arrears were made either by mailing reminders or through legal procedures; judicial letters and termination warnings. A number of payment agreements were entered with defaulters to settle arrears due. Rent arrears notices are also being delivered personally by GPD’s Enforcement Officers in an attempt to settle outstanding dues.

Moreover, the Directorate is working to convert the existing manual debt recovery system to a more efficient automated system using the facilities offered by the LEMIS computerised system.

An exercise was undertaken to review existing leases on commercial property; in order to increase the net revenue which were updated according to index of inflation. Moreover, an on-going process is being affected on properties whose leases have expired. This leads to a new estimated rental value being established, in accordance to existing policies, and leases extended accordingly. In 2013, the total amount of income generated was €32,987,313. This sum also includes income from sale of land through the tender procedure.

Human Resources

During 2013, the Finance and Administration Directorate continued with the capacity building exercise initiated in the previous year, to address the Departments’ human resources requirements. A number of vacancies have been identified through this exercise and scrutinized before the Directorate initiated procedures to issue calls for several posts and positions.
The GPD managed to acquire the services of one Revenue Manager, two Operations Managers, one Notary and one Technician through the issue of these calls for applications. In addition, the Department was also provided with the services of an Economics Officer, a Senior Legal Officer and a Health Attendant. The GPD staff complement for 2013 amounted to 158 employees.

Family friendly measures continued to be facilitated with the ultimate goal of achieving staff’s optimum work life balance while increasing output. During 2013, fourteen (14) Telework Agreements were concluded. These telework arrangements permitted some employees working on reduced hours, to revert back working on full time basis; thus increasing the work output. Teleworking is being monitored by the respective Head of Sections and is authorised according to the exigencies of the Department. Moreover, equal opportunities are given to all employees to apply for family friendly measures without any discrimination. In 2013, GPD had five (5) male employees working on reduced hours, two (2) male employees on telework and another male employee availed himself of parental leave, whilst five (5) female employees worked on reduced hours, one (1) female employee availed herself of parental/ career break and another eighteen (18) were on telework.

**Training initiatives**

Officers are encouraged to attend training courses organised by CDRT which are in line with their current duties. Staff in all grades frequently attended these courses. Two (2) officers are reading for a three year course leading to a Higher National Diploma in Finance, being offered by the University of Malta in conjunction with CDRT. In-house training is given periodically to GPD employees on the use of the new LEMIS computer system. Furthermore, other training on GPD’s policies and procedures is also given.

During 2013, the GPD continued offering the service of its training room to the CDRT as another training venue to conduct courses to public service employees.

**Other Initiatives**

The GPD’s on-going efforts to improve and offer an efficient customer service delivery continued to be one of the main goals that the Finance and Administration Directorate strived to achieve throughout year 2013. One initiative that targeted such effort was the reconstruction and renovation of the existing GPD website to a more user-friendly application. This initiative resulted into an increase in the online use of the department’s website followed by the easier access to online rent payment; which has been facilitated by the introduction of the Mybills system. Moreover, as from year 2013, the GPD website also features the online viewing of tender adverts for the disposal of government property which are accompanied by relative property drawings and photos of locations. Departmental Forms/Applications are also downloadable from this website. Thanks to the GPD IT support team, the GPD website features also news articles pertaining to the Department which are kept continuously updated.

**Vehicle Tracking System**

All departmental cars have been equipped with a tracking device, so GPD will be in a position to monitor all vehicles used during the day.

**Parliamentary Questions**

The number of Parliamentary Questions replied by GPD in 2013 amounted to 148.
**Notte Bianca**

The Finance and Administration Directorate was instrumental to organise the Notte Bianca activities held at the Auberge de Baviere. This year, on the initiative of a few GPD employees, a war time shelter located at the Auberge semi-basement was cleaned up and transformed into a war-time attraction. All the work was made voluntarily by GPD employees. This shelter was opened during the Notte Bianca event and accommodated hundreds of people visiting the Auberge de Baviere to see this war time shelter attraction. Other activities were also organised at the Auberge during the 2013 Notte Bianca which included a 1960’s remake of a classroom since the Auberge also served as a secondary school for a period of time. With the assistance of the Commerce Department, an artisan market was also held in the common areas whereas an art exhibition and music events were also organised during this night.

**Conclusion**

The Finance and Administration Directorate strives to ensure that the Government Property Department and the directorates falling under its responsibility provide an efficient and effective service delivery to the clients, who request the services of the department. For this purpose, the Finance and Administration Section has embarked on an on-going process to ensure that all sections are properly staffed with personnel to overcome the heavy workload by means of the deployment of staff and new recruitments; carry out a business process re-engineering of the workflow processes; ensure that sections are equipped with adequate equipment and a better workplace environment; promote more family friendly measures for the benefit of both the Department and employees and continue with the training needs analysis for all personnel. The challenges for year 2014, would be to reduce the amount of pending arrears especially those relating to commercial premises; increase revenue generation from commercial properties; continue with the implementation of the remaining modules of the Lemis project; continue with the digitising of files and scanning of all documents, as well as, assisting in the re-organisation set up of the GPD.

**Government Property Department – Estate Management Directorate**

**Introduction**

The mission of the Estate Management Directorate (EMD) is to assist the Government Property Department outline and deliver the Government's immovable property agenda by providing quality property-related advice and services. The EMD helps the Government achieve its policy objectives by contributing to three key outcomes:

- Improved and more efficient property operations;
- Sustaining Government finances;
- Sustaining Government projects and initiatives.
PROPERTY OPERATIONS

Property Records

The update and maintenance of government property records is a fundamental task carried out by the EMD. This comprises several property datasets, including a textual database of Government-owned property; deed packets, as well as, a number of map-sets. These records are an important information source for such government projects as the Maritime Hub project, the Grand Harbour project, City Gate project, housing, roads and so on.

Properties occupied by Government Departments/Entities

Properties occupied by government departments/entities are being investigated and verified, in order to consolidate the property terrain. This exercise is being carried out to confirm occupation, type of use, extent and actual occupier. During 2013, the EMD continued the task of verification and consolidation of properties occupied by Health, Heritage Malta, MRRA, whilst initiating recording of property held by Education.

Property Information Requests

As part of its role in maintaining the property terrain updated, the EMD provides property related information to a varied list of clients that ranges from private individuals and companies to government ministries, departments, agencies and authorities. Information is typically required in connection with the possible disposal of such property and in relation to government projects and initiatives. During 2013, the EMD handled over 7,500 such requests/reports. In addition, the EMD carried out 1,200 property inspections, apart from giving assistance to the Land Department in 13 court cases. An amount of 320 property status reports were also drawn up.

Property Plans

The preparation of property plans and drawings is an essential element in the management of government immovable property and the maintenance of a property terrain. The EMD utilises a custom-developed GIS-based property Drawing System for the preparation of all property drawings. This system also interfaces with specific off-the-shelf computer aided design software to facilitate layout drawings. During 2013, the EMD prepared a total of 1,600 property drawings in connection with leases, sales and permits over government-owned property. In addition, an amount of 4,010 copies of plans were provided by the GPD in relation to such matters as Parliamentary Resolutions, land registrations, tenders and so on.

Protection of Government Title to Property

Under the provisions of the Land Registration Act, the Department investigated and resolved 249 cases of cautions and corrections raised against it by private parties. The EMD also undertakes the laborious process of registering Government’s title through ad hoc applications to the Land Registry, to further secure Government’s title to its real estate. During 2013, the EMD registered a total land area of 559,536 square metres with the Land Registry.

Sustaining Government Finances

Tender Proposals

Tender proposals are prepared for the eventual issue of tenders for the disposal of Government property. During this process, the EMD analyses and submits proposals for the issuing of tenders, taking into account factors, such as, demand, location, type of
use, property ownership, and other factors. During 2013, the EMD prepared and referred to the Tender Committee a total of 172 tender proposals. In addition a total amount of 305 property valuations were carried out.

**Sustaining Government Projects and Initiatives**

**Property Expropriation Assistance for Infrastructural Projects**

The EMD also handles requests made by government departments for the expropriation of private property for public purposes, mainly in connection with infrastructural projects. The EMD collects all relevant technical data, takes corrective measures as appropriate, liaisons with the sponsoring department and prepares the necessary plans for the expropriation. The EMD also provides technical assistance to the Land Directorate related to acquisition cases filed for Land Arbitration Board.

**Special Projects**

During 2013, the EMD continued to play an active role in special projects sponsored by the Central Government including the Maritime Hub project, Gozo Passenger Liner project, the four expressions of interest relating to the Marfa Palace, Tal Bizbezija site, Strickland Palace and the ex-Isolation Hospital at Mtarfa. The EMD’s involvement relates to the identification of land boundaries, status and burdens, participation in the preparation of disposal conditions, preparation of plans and in some cases provision of final documentation.

**Facilitation of the Home Ownership Scheme**

The EMD continued to sustain Government’s efforts to promote home ownership, as for previous years; by authorising the transfer of properties to the Housing Authority for eventual sale to tenants. A total amount of 139 legal notices were issued, in order to transfer 200 units within various localities.

**Agricultural Land Scheme**

This scheme was a corporate initiative that enabled cultivators of government-owned agricultural land to register for the possibility of acquiring a new title to the land even where occupation was irregular. In 2013, the EMD processed and approved for leasing 493 applications, of which 376 lease agreements were signed.

**Support Services**

Moreover, the EMD provides support services by providing property related information to such government bodies as the MEPA, MRRA, Local Government Department, Land Registry, MIMCOL, MIP, Malta Transport Authority, Malta Maritime Authority and Housing Authority. In 2013 the EMD were instrumental in assisting the Ministry of Foreign Affairs in relation to properties occupied by the Maltese Government as Embassies and Consulates abroad. In this respect, the EMD also assisted MFA in meetings held both locally and abroad.

**Conclusion**

The Estate Management Directorate provides on-going technical assistance to the other directorates falling under the remit of the Government Property Department. It provides technical support to all other departments/entities requesting assistance on government property issues. The EMD strives to promote the best possible use of government immovable assets, whilst maintaining an inventory of all government-owned property. In year 2014, the challenges that EMD will be targeting will include the implementation of the GIS module, which forms part of the LEMIS project; together with the implementation
of necessary requirements in regard to the EU directive on energy efficiency for the
government-owned properties being used by Government Departments as
administrative offices. The EMD will be continuing all the necessary work involving the
transfer of residential properties to the Housing Authority.

**Government Property Department – Joint Office**

**INTRODUCTION**

The roles of the Joint Office are:

- Managing and administering the immovable estate transferred to Government
  by the Ecclesiastical Authorities in terms of the Ecclesiastical Entities
  (Properties) Act, Cap. 358;

- Validating and verifying of data being transferred to the Joint Office by the
  Ecclesiastical Entities. The scope is to determine the exact value of all the
  properties transferred so that the necessary adjustments are made to the
  original amount of €65,378,523 (Lm28,067,000) which the Government
  issued in Bonds in terms of the 1991 Agreement with the Ecclesiastical
  Authorities;

- Registering all the properties at the Land Registry, which is administered by
  the Joint Office, as well as those retained by the Ecclesiastical Entities.

**PROPERTY ADMINISTRATION AND ALIENATION**

In 2013, the following properties were alienated:

As per 2002 & 2012 Initiatives and original contract clause

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Including Perpetual Emphyteusis not part of Schemes)</td>
<td>641</td>
</tr>
<tr>
<td>As per Tenders/Exchange/Direct Disposal</td>
<td>7</td>
</tr>
<tr>
<td>Other Deeds (Correctory; Cancellation of Hypotechs; Conversions etc)</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>661</strong></td>
</tr>
</tbody>
</table>

The Department also received requests for the recognition of emphyteutae and
tenants in their respective properties. In 2013, the Department processed 3,164 of
these requests.

**2002 & 2012 Initiatives**

With a view to hastening the process, the Joint Office farms out to architects in
private practice, the valuation of certain properties and to notaries in private practice
the publication of deeds of redemption or sale.

**Agriculture Leases Scheme**

The Joint Office liaises with the Estate Management Directorate for processing
applications received by February 2001 in terms of a scheme whereby persons
occupying government-owned land for agricultural purposes without title were given the opportunity to regularise their position.

**TRANSFER OF INFORMATION ON PROPERTIES**

During 2013, the transfer of information from the Church Administrative Offices to the Joint Office, regarding properties transferred to the Government by the Church, continued at a steady pace. Up to the end of the year, about 25,000 forms concerning properties, listed in Annex 8 of the Church/State Agreement, were forwarded to the Joint Office by the Ecclesiastical Entities.

It is to be noted, however, that a large number of correction sheets have to be raised or confirmed regarding this information. These corrections have to be approved by the Control Committee in terms of Section 4 (2) of the Agreement, such as, additions to properties inadvertently omitted from the Annexes attached to the Agreement; deletion of others that were erroneously included, and correction to the capitalised amounts of properties.

In 2013, the Control Committee approved 199 of the above mentioned corrections. The Committee also signed 200 property forms, thus confirming the final amount due to the Ecclesiastical Entities in respect of the properties concerned.

The Joint Office continued to reconcile the values of properties previously owned by the 111 different Ecclesiastical Entities. One of these Entities is the Diocese of Gozo that has now been split into 29 sub-entities. During the year in caption, reconciliation continued on a number of these Entities, and work is being processed in connection with five (5) different Entities. Three (3) Entities and three (3) Gozo sub-Entities were reconciled. By the end of the year, the Joint Office has reconciled a total of 66 Entities and 4 Gozo sub-Entities. During 2013, in terms of properties, a total of 1,084 properties were reconciled.

**REGISTRATION OF PROPERTIES**

The Department continued with the registration of property with the Land Registry in terms of Cap 358. During 2013, the Joint Office registered 805 properties. The related work entailed the drawing up of relative plans. Besides these new registrations, 167 other plans were referred to the Land Registry, in respect of, corrections to previous registrations. This brought the total number of properties registered as of 31 December 2013 to 14,930.

The following table shows the number of properties which were registered during the past years:

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Properties Registered</td>
<td>542</td>
<td>555</td>
<td>609</td>
<td>693</td>
<td>805</td>
</tr>
</tbody>
</table>

**Revenue Collection**

Besides the collection of rent of leased properties, the Department identified properties available for disposal in terms of the Disposal of Government Land Act. The following table indicates the comparative figures of revenue collected during the years 2009 to 2013:
### The Control Committee

The Control Committee is a body set up in terms of Article 17 of the 1991 Agreement between the Holy See and the Government of Malta. Two members of the Committee were nominated by the Holy See and two members were nominated by the Government of Malta. The Chairmanship of meetings is by rotation. The present members representing the Government of Malta were nominated in January 2002. During 2013, this Committee met eleven (11) times.

The functions of the Control Committee is to promote and monitor the correct and timely application of the provisions of the above-mentioned Agreement with particular reference to the approval of corrections to the Annexes; and the alienation of property and in particular to bonds that have to be issued to the Foundation for Church Schools.

Through the Legal Notice No: 357 of 2013, the sum of € 2,404,400 in Government Stock was issued to the Foundation for Church Schools in respect of property alienated in the previous year.

### CONCLUSION

The role of the Government Property Department in ensuring the use of government property appropriately controlled is considered to be of utmost importance. This will help inducing a rationalisation culture that appreciates the true potential value of government property and its possible uses.

### Government Property Department – Land Directorate

**INTRODUCTION**

The Land Directorate's role within the Government Property Department is the legal aspect of government property management. This means that after the Estate Management Directorate or Joint Office has decided on the best possible use for a particular property, the issue is taken over by the Land Directorate for the actual disposal of the property under the procedures permitted in the Disposal of Government Land Act.

In general terms, the formal disposal of government property requires either the issue of a call for tenders or else an ad hoc Parliamentary Resolution. It is the Land Directorate's task to prepare tender documents, publish them and award the disposal. Likewise ad hoc Parliamentary Resolutions are prepared by the Directorate. Subsequent to the disposal of a property, the Land Directorate is then responsible for the follow-up and enforcement of any conditions imposed on the transferee. These
include the payment of rent and the proper maintenance of the property but may also contain other special conditions such as the development of structural improvements within specified time limits.

The Land Directorate is also responsible for the acquisition of private property for a public purpose under the Land Acquisition (Public Purpose) Ordinance. The expropriation of private property is a primary task of the Land Directorate, one which enables government to carry out major infrastructure works and other projects of benefit to the Maltese society.

The Land Directorate is organisationally split up into three sections, namely the Enforcement Section, the Contracts Section and the Legal Section; between them these cater for the wide ranging roles entrusted to the Department. The Enforcement Section is responsible for all enforcement measures required to better manage government property, whilst the Contracts Section is responsible for the formal requirements of leasing or selling/purchasing property and finalising related contracts. The Legal Section is entrusted with giving expert advice/research and representation in court proceedings.

**ENFORCEMENT**

The enforcement of contractual conditions is essential if property management is to be given any significance. Within this aspect the very small number of Enforcement Officers carries out site checks to ensure that conditions of emphyteusis, leases and permits are being honoured. Non-compliance is met by counter measures to ensure that defaulters are brought back on track. These measures include formal warnings, the issuing of prohibitory injunctions and also eviction proceedings. In this regard Chapter 228 of the Laws of Malta - Land (Compulsory Eviction) Act – gives the Commissioner of Land extensive powers to evict persons who occupy government property without title. This power is used with caution but the Land Directorate is committed to ensure that government property is not abused of.

**Contracts Section**

The role of this Section is the formalisation of any disposal or acquisition of property.

The Disposal of Government Land Act stipulates that government property can generally be disposed of; either, through tenders, or through a Special Resolution of the House of Representatives. The publication of tenders necessitates continuous liaison with the Estate Management Directorate and the Joint Office to ensure that the appropriate specifications are set out in the tender. Transparency is ensured by opening all tender documents in public.

Government has for decades made use of the provisions of the Land Acquisition (Public Purpose) Ordinance (LAO) to enable to possess private property without having finalised acquisition proceedings. The lack of property ownership information in Malta makes the whole acquisition process cumbersome and time consuming. It is one thing declaring a property to be required for a public purpose under the aegis of the LAO, but a completely different matter to actually enter into a deed of transfer. The whole process formerly involved the identification of owners (perhaps the most difficult part of the whole process), their root of title, the issue of a notice to treat to offer a specific price for the property, litigation in front of the Land Arbitration Board, agreement on the compensation due and the final settlement through the publication of an acquisition contract.

Since 1994, the Directorate has limited the growth of the acquisition debt by requiring government departments that originate the need for the acquisition, to provide up
front the full estimated value of the effected property. This ensures the payment on demand for any acquired property.

In an attempt to extinguish the accumulation of the acquisition debts due for expropriated property prior to 1994, during the last eight years additional funds have been provided and between 2007 and 2013 over €70,000,000 have been paid for expropriated property.

In 2002, Government amended the Land Acquisition (Public Purpose) Ordinance in order to minimise the problem and cease financial haemorrhage. With these amendments the value is part of the President’s Declaration and Government becomes the owner immediately when the President’s Declaration is published in the Government Gazette. Within a period of fifteen days the Department deposits the value in an interest bearing account at a Bank. It would then be up to the owners to prove title to the property. When the owners prove their title, the Directorate concludes the contract and pays the money deposited together with the accrued interest. At the same time the owners may still proceed to the Land Arbitration Board to contest the price.

In accordance with the provisions of these amendments, the Directorate can also (a) process past outstanding acquisitions in the manner set out above thereby stopping the accumulative interest, (b) purchase property acquired under the title of possession and use by capitalising the yearly rent at 1% and (c) purchase property acquired under title of public tenure by capitalising the yearly ground rent at 1.4%.

These amendments which came into force in March 2003 will not only minimise the expropriation debt but will enable government to draw up the long outstanding H.O.S. plots contracts and dispose of residences within Housing Estates constructed on land still under acquisition. These amendments lead to the opening of a total of 123 bank accounts in 2013. The total sum deposited amounts to €7,264,356.

Again in 2006, Government amended the Land Acquisition (Public Purpose) Ordinance in order to minimise the problem of funds further; whereby in cases of past outstanding expropriations without a notice to treat, a formula to assess the interests on the average of the valuation of the land, at the time the property was declared required or taken over and the value of the land at the time of making payment, was introduced. Furthermore, in virtue of this amendment, the 1st January 2005 was established as the maximum date for the valuation in cases of past outstanding expropriations where no notice to treat was ever served.

In terms of Act XXI of 2009, which came into force on the 1st December 2009, the Land Acquisition (Public Purpose) Ordinance was amended further to:- establish a method of valuation for the expropriation of historical property, allow the owner/s to contest the public purpose, qualify further the role of the architects and appointment of architects sitting on the Land Arbitration Board as experts, make court appointed architects’ reports accessible and to the parties who may wish to make questions to members of the Land Arbitration Board and allow persons to appeal on both points of law and facts before the Court of Appeal.

2013 Highlights

During 2013, the Land Directorate continued in its efforts to maximise the use and return on government property. The major efforts include:
Tenders, Leases and Sales

During 2013, the Land Department advertised a total of 110 tenders for the lease/emphyteusis/sale of government property. A total of 287 lease agreements were concluded in terms of the Agricultural Scheme. Furthermore, a total of 155 encroachment permits were issued. These included permits for Mobile Kiosks and permits for the placing of tables in public areas, one-time permits and permits for structural alterations.

The Land Directorate also completed the sale of government land/property, including ex Church Property resulting in revenue for 2013 of €7,490,167.

Acquisition

The Directorate finalised a number of acquisition deeds paying a total of €9.8 million to owners of expropriated property. An amount of 28 new President’s Declarations for the expropriation of land mainly for Road formation have been issued. A total of 95 President’s Declarations of past outstanding acquisitions in order to compensate the owners in accordance with the amendments made to the Land Acquisition (Public Purpose) Ordinance (Chapter 88 of the Laws of Malta) have also been issued.

Releases

In 2013, a total of 28,141 square meters of land in various localities formerly acquired in virtue of the Land Acquisition (Public Purpose) Ordinance (Chapter 88) has been released back to the private owners.

Abuse of Government Property/Evictions/Inspection

Notwithstanding that the Enforcement Section numbers six persons in all, in 2013, the Directorate, through the determination and efficiency of its officers, enforcement action has been carried out on a daily basis and the Directorate has successfully managed, within its limited resources, to free public and government land from illegal encroachments.

The Land Directorate served ninety five (95) evictions (out of which forty five (45) were executed). It also effected 1057 inspections. This besides attending to numerous court summons on issues pertaining to the Department. In fact, the enforcement section attended to seventy six (76) court sittings to testify at the Law Courts, both in Malta and in Gozo.

Legal Section

The Legal Section of the Land Directorate pursued the following legal action:

<table>
<thead>
<tr>
<th>Jan 2013</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judicial Letters concerning payment of arrears of rent – Sect 466 of C.O.C.P</td>
<td>62</td>
</tr>
<tr>
<td>Judicial Letters dealing with termination of leases</td>
<td>14</td>
</tr>
<tr>
<td>Judicial Letters issued in terms of Chapter 88</td>
<td>9</td>
</tr>
<tr>
<td>Other Judicial Letters</td>
<td>16</td>
</tr>
<tr>
<td>Applications/ Sworn Applications</td>
<td>32</td>
</tr>
<tr>
<td>Writ of Summons</td>
<td>23</td>
</tr>
<tr>
<td>Replies in terms of Chapter 88 – LAB</td>
<td>11</td>
</tr>
<tr>
<td>Sworn Replies in the First Hall</td>
<td>7</td>
</tr>
<tr>
<td>Appeals Applications – Chapter 88</td>
<td>9</td>
</tr>
<tr>
<td>Appeals Applications – LAB</td>
<td>9</td>
</tr>
<tr>
<td>Appeals Reply – Chapter 88</td>
<td>4</td>
</tr>
<tr>
<td>Appeals Reply – LAB</td>
<td>11</td>
</tr>
<tr>
<td>Warrant of Prohibitory Injunction and Replies</td>
<td>2</td>
</tr>
<tr>
<td>Garnishee Order</td>
<td>2</td>
</tr>
<tr>
<td>Executive Warrants</td>
<td>-</td>
</tr>
<tr>
<td>Counter warrant</td>
<td>2</td>
</tr>
<tr>
<td>Notes in General</td>
<td>106</td>
</tr>
<tr>
<td>Notes of Observations and Submissions</td>
<td>38</td>
</tr>
<tr>
<td>Noti ta’ Eskusssjoni</td>
<td>46</td>
</tr>
<tr>
<td>Protests</td>
<td>-</td>
</tr>
<tr>
<td>Counter Protest</td>
<td>14</td>
</tr>
<tr>
<td>Pending Court Cases</td>
<td>151</td>
</tr>
<tr>
<td>Pending LAB Court Cases</td>
<td>127</td>
</tr>
<tr>
<td>Pending LAB Appeals</td>
<td>6</td>
</tr>
<tr>
<td>Pending Constitutional Cases</td>
<td>19</td>
</tr>
</tbody>
</table>

**Court of Justice Department**

**Support Services Directorate**

The Support Services Department continued to provide financial advice, management support and administrative support services to the line operations of the Courts of Justice Department.

It was responsible for the managing of the central support services of the Courts of Justice Department, ensuring the timely and accurate preparation and production of all control and management information and the provision of the full range of support services to the Director General in operations management.
The Support Services Directorate also directed, controlled and co-ordinated the administrative work and provided the Director General (Courts) with advice, recommendations and support on the relative financial and administrative business of the Department. The Directorate managed capital projects currently under development the main project being the new Judiciary Chambers in Strait Street Valletta.

**HUMAN RESOURCES SECTION**

**Performance Management**

The annual exercise of collecting the completed 2012 PMPs and PRRs was undertaken. The PMPs for 2013 were also distributed in preparation for the annual PMP Audit which was carried out by PAHRO on the 13th June, 2013 at the Courts of Justice Department.

**Training and Development**

During 2013, Courts of Justice employees from the three Directorates were encouraged to attend for courses organised by CDRT. Employees attended various courses, namely in:

- Basic ICT
- Communicating Effectively With email
- Communication Dynamics
- Course In First Aid
- Effective People Management
- EU Institution & Structures
- EU Treaties
- Malta In The EU
- Fire Fighting
- Focus Group On Reduced Hours
- General Management Principles
- Governance In The Public Service
- Information Security Awareness
- Leadership Styles
- Mail Merge
- Managing Team Stress
- Powerpoint/Excel/Access/Outlook Upgrade
- Personal Effectiveness At Work
- Policies And Procedures
- Pre-Retirement Programme
- Project Management
- Tahrig fil-Lingwa Maltija
- Travel Regulations
- Windows 8

**Seminars and Courses**

A Teambuilding session for top management and middle management at the Courts of Justice Department was organised in October, 2013 by CDRT (Training and Development) through the ESF 4.100 – Developing Core Skills in the Public Service Project, co-financed by the European Social Fund, Operational Programme II - Empowering People for More Jobs for a Better Quality of Life – Cohesion Policy 2007-13.

**Filling of vacancies during 2013**
The identification of vacancies in the Department was carried out meticulously during 2013, taking into considerations (a) all employees who were transferred or retired, or expected to retire during 2013, (b) new posts/positions which have become essential for the smooth running of the Department and (c) a forecast of the Human Resources requirements for the year 2013. Due consideration was also given to those posts/positions which were approved in Capacity Building 2012 but which had not yet been filled.

These vacancies were adequately evaluated and prioritized, always taking in consideration the established budgetary parameters and recent policy development. Ad hoc requests for approval of the filling of these vacancies were sent to PAHRO and Budget Office.

Calls for applications

The calls for applications were delegated to the Head of Department/Ministry listed in the Second Schedule to the Public Administration Act as from the 15th November, 2012 according to L.N. 246 of 2012.

Eleven calls for applications were issued during 2013: 9 HR/CJ Circulars were issued and disseminated by intranet (service-wide calls for applications) and 2 Circulars were published in the Government Gazette (public calls for applications), namely for the posts/positions of:
- Judiciary Driver
- Motor Transport Driver
- Court Messenger
- Deputy Registrar
- Assistant Exhibits Officer
- Tradesman/Senior Tradesman (Carpenter)
- Usher
- Training Administrator
- Marshal
- Principal Security Officer
- Court Customer Relations Assistant.

Recruitment

During 2013 the following recruitment was undertaken at the Courts of Justice Department:
- 5 casual clerks
- Judicial Assistant
- Assistant Technical Officer
- 4 clerks/senior clerks
- Officer in Scale 14 (Archives)
- Motor Transport Driver
- Junior Legal Officer
- 3 Deputy Registrars
- 1 Court Messenger
- 1 IPSL (Judicial Sales by Auction)
- Legal Advisor and Assistant (contract on trust basis)

A Table showing Statistics of the work carried out by the Human Resources Section during 2013 is displayed in the next page.
Statistics of the work carried out by the Human Resources Section in 2013

<table>
<thead>
<tr>
<th>2013</th>
<th>STUDY LEAVE</th>
<th>MATERNITY LEAVE</th>
<th>BREAK</th>
<th>SPORTS LEAVE</th>
<th>UNPAID LEAVE</th>
<th>CULT. &amp; FISHING LEAVE</th>
<th>RESPONSIBILITY LEAVE</th>
<th>ADOPTION LEAVE</th>
<th>TELEWORKING</th>
<th>REDUCED HOURS</th>
<th>EMIGRATION LEAVE</th>
<th>CALL FOR APPLICATION</th>
<th>VERIFICATION OF SICK LEAVE</th>
<th>PROGRESSIONS</th>
<th>QUALIFICATION ALLOWANCE</th>
<th>PARLIAMENTARY QUESTIONS</th>
<th>APPOINTMENTS/PROMOTIONS</th>
<th>FROM</th>
<th>TO</th>
<th>APPOINTMENTS/PROMOTIONS</th>
<th>PENSIONS</th>
<th>CONTRACTS/RENEWALS</th>
<th>SALARY ADJUSTMENTS</th>
<th>GOV.GAZETTE NOTICES</th>
<th>RESIGNATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>JANUARY</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>7</td>
<td>1</td>
<td>31</td>
<td>4</td>
<td>31</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FEBRUARY</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>50</td>
<td>1</td>
<td>1</td>
<td>18</td>
<td>13</td>
<td>3</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MARCH</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>48</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>13</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>APRIL</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>32</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>9</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAY</td>
<td>2</td>
<td>34</td>
<td>3</td>
<td>3</td>
<td>9</td>
<td>3</td>
<td>5</td>
<td>10</td>
<td>2</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JUNE</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>20</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>9</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JULY</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>24</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AUGUST</td>
<td>3</td>
<td>2</td>
<td>16</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>16</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SEPTEMBER</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>9</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCTOBER</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>23</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>21</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NOVEMBER</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>30</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DECEMBER</td>
<td>2</td>
<td>5</td>
<td>21</td>
<td>4</td>
<td>9</td>
<td>1</td>
<td>4</td>
<td>34</td>
<td>6</td>
<td>9</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**FINANCE SECTION**

The Finance Section within this Directorate is responsible for the collection of Fines, Court Fees and other Revenue as directed by the Director/Registrar Civil Courts and Criminal Tribunals. This section is also responsible for the payment of salaries to all Courts of Justice employees. In addition, payment for goods and services in connection with the day to day running and maintenance of the Courts of Justice and Capital Expenditure are made by this Section. Payment is also made for other services directly related to the Administration of Justice like Court Experts, Judicial Assistants, Mediators, Children’s Advocates and Tribunals.

**Recurrence**

The Finance Section continued to update the Ministry of Finance on a monthly basis with the financial situation of the Courts of Justice. This was made through the submission of the monthly Re-Assessment of Budgetary Estimates which compared actual expenditure 2012 with actual expenditure 2013 and availability of funds in view of revised estimates. Every effort was made during 2013 to curb recurrent expenditure. However, total actual expenditure for 2013 was €1,170,701 more than that for 2012 as follows:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Emoluments</td>
<td>8,425,403</td>
<td>9,025,224</td>
<td>599,821</td>
</tr>
<tr>
<td>Operational &amp; Maintenance Expenses</td>
<td>1,343,265</td>
<td>1,527,763</td>
<td>184,498</td>
</tr>
<tr>
<td>Programme &amp; Initiatives</td>
<td>1,476,078</td>
<td>1,862,460</td>
<td>386,382</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>11,244,746</strong></td>
<td><strong>12,415,448</strong></td>
<td><strong>1,170,701</strong></td>
</tr>
</tbody>
</table>

**Personal Emoluments**

The major increase in expenditure was under the Personal Emoluments Category which was €599,821 more than last Year. This increase was directly related to the New Agreement reached with the members of the Judiciary with the result that new allowances had to be paid during 2013. Two extra allowances had to be paid (a) €8,000 for personal development and holding of sittings in the afternoon and (b) another allowance amounting to €6,100 in lieu of perks (mobile phone, fixed telephone line, office expense allowance etc) and personal insurance.

Moreover, the increase in Personal Emoluments also emanated from the additional newly appointed members of the Judiciary which included one judge and two magistrates and also from the new collective agreement for Public Service Employees. This had a direct effect on expenditure related to salaries, social security contributions, allowances and overtime since the rates for such payments are pegged to the basic salary. The major part of overtime expenditure was utilised for the upkeep of custodian duties and juries.
Operational and Maintenance Expenses

Expenditure under this category was approximately €184,498 more than last year and €57,763 over the approved budget. Although this Department managed to make savings under utilities, materials & supplies, office services and training, we still had to incur additional expenditure namely under Repair & Upkeep, Contractual, Professional Services and Transport resulting in the above net increase in expenditure under this category. It is to be noted that during 2013 this Department absorbed unforeseen repair works namely the repairs of the standby generator amounting to €22,075. Other unforeseen repairs included damage caused by a thunderstorm that hit the law courts in February which cost the department nearly €11,000.

Programmes and Initiatives

As for Programmes & Initiatives Category, a net increase in expenditure of €386,382 was made when compared to 2012. Total expenditure under this category was €488,460 more than the Approved Budget mainly due to an excess of €462,000 under Item 5154 Court Experts. However one must also point out that at the beginning of the Year this Department started with €391,023.33 creditors of which €342,298.81 were creditors in respect of court experts. By year end this Department still had approximately the amount of €162,113 creditors, 77% of which are payments due to court experts.

Capital Expenditure

Payments under this category were made in time and in terms of Financial Regulations. This category included two items namely Improvement works and equipment for which €75,000 were budgeted and then was revised to €98,000 and Premises for the Judiciary for which an Approved Budget of €800,000 was allocated. The budgeted amounts under both Items were exhausted.

Total Capital Expenditure in respect of the Improvement works Item amounted to €98,000. Payments made included namely, €37,691 in respect of procurement of 2 new X-Ray Machines one at the Family Court and another at the main entrance of Law Courts; €25,005 in respect of refurbishment of 3 rest rooms; €8,022 Professional Fees; €3,140 for 6 Air conditioners and various other items amounting to €24,142.

Expenditure under the Premises for the Judiciary amounted to €800,000 which was spent mainly on the last phase of the chambers of the Judiciary project. This phase included payments to Camray ltd €245,140 in respect of Architectural Finishes & Restoration and to Central Power Installations €529,193 in respect of Building services installation and other related expenditure amounting to €25,667 including professional fees.

Revenue

The collection of Revenue over the preceding year has this year decreased. By the end of December, Revenue was €565,900 less than last year for the same period. The following table indicates this variation in Revenue collected in 2013 with that of the preceding year.
One must note that throughout 2013 there was a positive trend in the collection of Fines. However since the beginning of the year, a negative trend had featured in respect of collection of Fees. All efforts were made by the Revenue Section to recoup such outstanding dues to Government and legal action has also been initiated to recover such debts. On a monthly basis, debtors are being monitored and an intensive exercise is being carried out by the Revenue Section with respect to Precautionary Acts ‘Kawtell’ in trying to recover monies still due to the Registrar of Courts.

Arrears of Revenue continued to decrease in respect of fines. By the end of December, Arrears in respect of Court Fines decreased by 12.4%. However Court Fees were increased by 4.49%. This despite the fact that 80 executive warrants and 235 official letters were issued in Year 2013.

During 2012, this Department requested writing off of irrevocable arrears of revenue amounting to €35,453.39 from the Cortex System covering mainly court fees under €35 which were time barred by prescription from 1997 to 2007. Another €1,055,236.09 of Revenue Arrears were written off in respect of (a) Fines of Inferior Courts and Superior Courts Criminal and (b) Inferior Registry Civil covering period 1978 to 2009. These fines were due by persons who have since passed away and therefore it is impossible to collect them since fines cannot be inherited. In other instances there were cases where individuals were found guilty of contempt of court and were liable to pay such fines according to law, however these were untraceable and had to be written off. The total amount of €1,090,689.48 was written off and approved during Year 2013 in terms of Regulation 80 of the General Financial Regulations as amended by Legal Notice 410 of 2007.

**OPERATIONS SECTION**

The Operations Section is responsible for the provision of support and advice to the Director (Support Services) on matters relating to the operational management of the Directorate. This comprises (a) the procurement of services, supplies and works in line with the Public Procurement Regulations, (b) the management and coordination of security and cleaning services, (c) quality of office accommodation and equipment in the line of operation so that staff can operate in a more efficient manner during their execution of work, (d) to manage and control the operation of the Stores and Maintenance Sections, to see that the Law Court’s building and Services (IT, Telephony, Water and Electricity etc) are kept and maintained in good working order, and (e) to manage, control and distribute the work process of the Department’s drivers, as well as transport needs.

**Maintenance and Upkeep**

The Operations Section had another busy year where maintenance and upkeep of the premises were concerned. The Section’s tradesmen attended to a steady number of maintenance requests and repairs, sometimes at a very short notice, and managed to allow for a smooth functioning of the Courts’ proceedings. The recruitment of an Audio Visual Technician in late 2012 saw that during the year, there was not an instance where a Hall was rendered inoperable because of a malfunctioning audio/visual recording system. The Section’s complement was augmented with the temporary detailing of a number of tradesmen from the Industrial
Projects Services Ltd (IPSL) that assisted in various paint and plastering, and plumbing jobs.

The various economic operators contracted in respect of the maintenance and upkeep of various building services installations were similarly very regularly present within the Law Courts' premises for inspections, preventive maintenance and emergency repairs. The Section is responsible for seeing to the upkeep of some 140 split-unit air conditioning units, three digital refrigeration compressor (DRC) systems (16 indoor units), five Variable Refrigerant Flow (VRF) systems (18 indoor units), seven inverter KX4 VRF systems (44 indoor units), eight passenger lifts, a goods lift, a dumbwaiter freight lift, a chair lift, a network of CCTV cameras, a Wi-Fi System, intruder and fire alarm systems, a PABX system, solar panels and a 500kva backup generator.

Coordination was ongoing to see to fault-finding and fault-fixing within the shortest timeframes possible. Notable upkeep efforts were registered throughout the year in respect of the repairs of the VRF systems (involving the replacement of faulty compressors) servicing the Registry Section (Level -1) and the Support Services floor (Level 4), and in respect of the Main Courts' duplex passenger lift. Considerable investments were made, including the installation of curtain sensors, to minimize the downtime cause by mishandling by the persons making use of the lifts.

The backup generator was also rendered inoperative because of a faulty injector rod, and the lead times for fault identification, sourcing of spare parts and carrying out of the necessary repairs led the Department to procure and setup a second backup generator to ensure critical business continuity in case of power outages. Wall fans were installed in the corridors of the right wing of the ground floor level of the Main Law Courts to minimize inconvenience to the general public. A thorough effort was made to dispose of unserviceable items and equipment and for the sale by tender of scrap metal to clear up much needed space.

The contracted cleaning services continued providing a pristine service across the Law Courts, and additional cleaners were enrolled to maintain and strive to improve on the cleaning levels. The pilot contract entered into with Messrs Me2 Coop Ltd in 2012 was extended to cover 2013, given that the contribution provided by this organization was very valid and visible.

The Section also contributed to the maintenance upkeep of the Parliamentary Secretariat for Justice to the best of its capacities.

**Procurement Initiatives**

Works progressed on the New Judiciary Chambers, with the second phase (restoration and finishing works, and building services installations) commencing in January and progressing throughout the year. Unfortunately the scheduled timeframes suffered unavoidable delays particularly following the difficulties encountered in sourcing marbles owing to the unrest in Syria. Works picked up momentum following alternative sourcing solutions being identified by the contractor, and endorsement was sought and obtained by the Department of Contracts. Works are now set to be finalized in the first quarter of 2014. Parallel to this project, the Section drew up and published the Department's first electronic tender in respect of the supply, delivery and installation of office furniture for the New Chambers. Considerable tender submission saw that the proper evaluation of the offers submitted, even in view of the complexities and requirements involved, required more effort than originally envisaged, however the final recommendation for award was submitted to the consideration of the Department of Contracts by year end.
The Operations Section also saw to the drawing up of specifications, issuing and adjudication of offers and award of a departmental call for tender in respect of the refurbishment of the Public Restrooms within the Main Law Courts which were in dire need of an overhaul. Having secured funds in August, the tender was processed and awarded by October, and works began in earnest to refurbish the Ladies Restrooms. The restrooms annexed to the Jury Room were refurbished by end of year during the Christmas recess period in time of the resumption of trials by jury, and the Gentlemen Restrooms are scheduled to be refurbished in early 2014.

Another major procurement effort saw the supply, delivery and installation of two luggage X-ray scanning machines that were purchased to enhance to streamline the screening process of persons accessing the Main Law Courts from the principal entrance at Republic Street, and introduce this line of security at the Family Court. Another security-related initiative saw the publication of an e-tender for the provision of security services for a three-year period, in view of the expiry of the current contract in April 2014. The tender was published through the Department of Contracts and the deadline for submission of offers is set for January 2014.

Other notable procurement initiatives saw the contracting of medical (sickness verification) services, the supply of mineral drinking water (which led to considerable savings over the previous purchasing regime), and a number of recurring quotations for a variety of office furniture and equipment, security apparatus, air conditioning units, uniforms for Motor Transport Drivers, counterfeit money testers, and the provision of lunches for jurors. Maintenance agreements concerning lifts, alarm systems, and walkthrough metal detectors were extended, and a call for tenders for the maintenance of the air conditioning units of the Law Courts and the Parliamentary Secretariat for Justice was published and was being adjudicated as at year end.

**Planning for forthcoming initiatives**

During 2013, the Operations Section also progressed in planning for a number of forthcoming initiatives. Having secured clearance from the Malta Environment & Planning Authority (MEPA), action commenced in drawing up specifications and requirements with regards to the retractable bridge that is to connect the New Judiciary Building with the Main Law Courts over Strait Street. A full development plan was submitted to MEPA relative to the proposed alteration of the Law Court’s side entrance at Santa Lucia Street, with a view of easing the transit of Lawyers into the Law Courts whilst increasing the level of security of this access point with the introduction of a walkthrough metal detector and a luggage X-ray scanning machine.

Having already assessed some possible solutions to restore the portico column bases overlooking Republic Street, the Section commissioned a core sampling and related carbonation and compression tests, in order to determine the structural composition and concrete strength of the columns, in preparation of fresh submissions to MEPA proposing a new methodology of restoration and conservation of this landmark building in the middle of Malta’s capital city. Correlated studies were made over the refurbishment and upkeep of the iron gates at the portico, but the expense involved and possible inconvenience created saw this potential exercise being deferred to the new year.

The Section also commenced internal discussions with relevant stakeholders over the setting up of a dedicated Video Conference Room that allowed the Courts of Justice Department to stay abreast with developments and meet future obligations at an international level.

**IT Section**
The IT Administrator with the Support Services Director continued to give the IT related day to day support to all PC users within the courts. This section was involved in a number of Tenders / Call for Quotations in connection with the new Judiciary Building Project in order to link the new building with the existing ICT infrastructure.

During the year the Courts of Justice was moved from MHAS to OPM therefore some budget commitments with MHAS under the Capital ICT Item were no longer available due to other commitments MHAS had to take into account in view of its portfolio. On the other hand OPM, whose IT Capital funds did not include the Courts of Justice had already committed funds to other departments’ projects within its original Portfolio. After a number of meetings a decision had to be made to forfeit available funds on other less priority projects that were planned for 2014.

**IT projects related to the Judiciary Building Project**

The IT Section was directly involved in the following projects related to the Judiciary Building Project:

**Project 1** - Tender (DSS 45/2013) for works on Fibre Laying and termination. There were four (4) prospective bidders. Awarded bidder was InterTek Laboratories Ltd. Contract was signed and delivery of supply has been concluded in November. Works are estimated to start in 2014.
– This project is expected to cost €8,693.65 and is financed by IMU OPM

**Project 2** – Request for Quotations (DSS 50/2013) for supply of layer 2 Access Switches & SFPs. There were eight (8) prospective bidders. Awarded bidder was Computer Solutions Ltd. Delivery and testing of supply has been concluded in September. Installation of such devices can only be done once project 1 is concluded in 2014. This RFQ is expected to cost €5,449.72 and was financed by IMU MHAS.

**Project 3** - Direct Order (DSS 46/2013) for the supply of Aggregator Fibre Switches & Extended Service Agreement. This was a Direct Order sent to twenty one (21) Maltese Cisco Authorised Resellers. We acquired the approval of the MFIN for such a procedure since this supply needs to be Vender & Model specific. Direct Order was Awarded bidder was ICT Ltd after a call for requests for quotations was issued. Delivery and installation is to be made in January 2014. The contract includes payment for the provision of 24x7 Technical Assistance by phone and email, 8x5 Software upgrades and maintenance or hardware replacement at €1,397.59 per annum for three (3) years. This project is expected to cost €20,215.14 including 3 year Extended Service Agreement, and is financed by IMU OPM

**Project 4** - A CFQ (DSS 51/2013) for the supply if UPSs & SNMP cards. This will be published in 2014 in order to procure devices that will safe guard the equipment procured in the above sub-projects from electrical surges. Delivery & Installation of such devices can only be done once project 1 is concluded in 2014. The estimated costs are €2,885 and are to be financed by IMU OPM.

**Expenditure on IT projects related to the Judiciary Building Project**

The table below shows expenditure during 2013 on this project and what will be carried forward to 2014 onwards for settlement of payment once supply, works or service is commissioned.

<table>
<thead>
<tr>
<th>Sub-Project</th>
<th>2013*</th>
<th>2014*</th>
<th>2015*</th>
<th>2016*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project 1 - Tender (DSS 45/2013) for works on Fibre Laying and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### termination:

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery of supply - 50% of the contract value</td>
<td>€4,346.82</td>
</tr>
<tr>
<td>Completion of works, termination, testing and commissioning - 50% of the contract value</td>
<td>€4,346.83</td>
</tr>
</tbody>
</table>

**Project 2 - CFQ (DSS 50/2013) for supply of layer 2 Access Switches & SFPs:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>70% of the contract value, on the delivery of the supplied items</td>
<td>€3,814.83</td>
</tr>
<tr>
<td>30% of the contract value, on signature of the provisional acceptance certificate of the supplied items.</td>
<td>€1,634.92</td>
</tr>
</tbody>
</table>

**Project 3 - Direct Order (DSS 46/2013) for the supply of Aggregator Fibre Switches & Extended Service Agreement:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>10% of the contract value, on contract signing</td>
<td>€1,602.24</td>
</tr>
<tr>
<td>70% of the contract value, on the delivery of the supplied items</td>
<td>€11,215.65</td>
</tr>
<tr>
<td>20% of the contract value, on signature of the provisional acceptance certificate of the supplied items and within 90 days from receipt of the invoice.</td>
<td>€3,204.47</td>
</tr>
<tr>
<td>Extended Service Agreement (OPEX)</td>
<td>€1,397.59</td>
</tr>
</tbody>
</table>

**Project 4 – Estimates for CFQ (DSS 51/2013) for the supply if UPSs & SNMP cards**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totals</td>
<td>€9,763.89</td>
</tr>
<tr>
<td>Totals excluding Extended Service Agreement (OPEX)</td>
<td>€21,651.95</td>
</tr>
</tbody>
</table>

**OPEX Initiatives**

During this year the IT Administrator was also involved in the workings and launching of the following three projects:-

**Case Deferrals notification by SMS** - this new service provides direct benefit to both the legal profession and also the citizen through the sending of an advance notification when case sittings are differed.

**Email decrees** – this new eService automatically sends a copy (by email) of the court decree to the concerned lawyers as soon as they are published in the Courts system. Work has also started to extend this service to stakeholders.
Email Transcripts - this new eService automatically send a copy (by email) of the case transcripts to the concerned lawyers as soon as they are published in the Courts system.

Apart from the above the IT Administrator is also involved in the following projects which are expected to be launched next year and in the following years:

Online Case Management - this project which has started this year and is expected to be finalised next year is expected to cost €95,000 (2013 €30,000 and €65,000 2014). Through this project the Courts will be able to extend the Case Management information to the offices and mobile offices of the legal profession through the deployment of a web based system. The availability of such information is expected to facilitate the work of the legal profession and ultimately provide benefits to the citizen.

Taxation/Revenue Modules and eFees - this project will provide a number of new services that allow the citizen and legal practitioners to monitor court fees during the duration of a case and additionally allow for the electronic payment of fees resulting in a more efficiently and timely service along with improved collection of revenue. It will also provide for the replacement of the current system (within Cortex) with a new Taxation/Revenue application, which will be built around newly reengineered processes. All standards and features adopted during the development of LECAM systems will be adhered to. This project will create a repository for the case taxation and revenue details (within the LECAM database). Such repositories should integrate fully with the LECAM Database. Same standards to be applied throughout and is spread over two years starting 2014 costing €20,000 in 2014 and €67,000 in 2015.

eCaseFile (incl. Scanning) - its aim is to provide the Law Courts with a comprehensive Electronic Case File system which will provide a foundation to allow the Courts to transform the way in which they manage their cases and documents. This will eliminate delays and inefficiencies in Court cases by reducing the use of manual paper based files along with extending the availability of an electronic case file to the desktop of the Legal Practitioner thereby delivering real benefits in efficiency directly to the Legal Practitioner and citizen. This project is spread over three years starting next year for a total cost of €173,000. The cost per year is €45,000 in 2014, €114,000 in 2015 and €14,000 in 2016

TRAINING ACADEMY

The Training Academy hosted a number of training sessions for the Judiciary and Court Staff and was also responsible for the hosting of other events and information sessions.

Familiarisation courses for court messengers and deputy registrars were organised by the HR Section in collaboration with the Criminal and Civil Directorate in the Training room of the Courts of Justice. Furthermore, extensive training to Court personnel was given as part of the Employee Support Programme

Training sessions for Judiciary and Staff

The Training Academy coordinated the training sessions pertaining to the Judiciary. A seminar on Mediation was held in the Grand Hotel in Gozo by the JSC, FHRD and MJDF. Another two day seminar was organized with the support of the British High Commission for all Members of the Judiciary on the Craft of Judging at the Phoenicia Hotel. The presentations were delivered by experienced English Judges who train members of the English judiciary. This seminar was well attended by the local Members of the Judiciary. A Medical law Seminar was also organised for the members of the Judiciary and was
addressed by Medical and Legal professionals from the Faculty of Laws and Medicine of the University of Malta.

The key training sessions for court staff held during the year were: Enhancements made on the LECAM; Familiarisation course for Court Messengers; Employee Support needs within the Public Service; an induction course for prospective Deputy Registrars and ongoing courses for court employees.

Other activities

An assessment was made on the Video Conferencing equipment of the Maltese Courts of Justice. The Academy coordinated the transmission by video conferencing of two video conferencing sittings with Sweden and Spain (criminal cases). Another case had to be heard by Skype at Training Room with the usage of plaintiff’s internet key.

In co-ordination with the Curriculum Management and eLearning Department of the Department of Education, the Academy hosted twenty information visits to Form IV students.

The training room also hosted a press conference by the Hon Parliamentary Secretary for Justice in the Office of the Prime Minister Dr. Owen Bonnici on the Small Claims Filing of Cases Online.

The Academy was responsible in organizing and coordinating training abroad for the members of the Judiciary. In addition to the above, academy officials also performed the following functions:

(1) kept abreast with all developments related to The Freedom of Information Act, The Data Protection Act and Better Regulation Policy;
(2) regularly carried out administrative work related to the running of the Judicial Studies Committee;
(3) in collaboration with the Assistant Registrar Civil Tribunals made the necessary changes to the content management pages of the Maltese content in the EU Justice portal and
(4) performed regular updates on the Courts magnetic access controlled doors.

CRIMINAL COURTS AND CRIMINAL TRIBUNALS DIRECTORATE

Assets Management Unit

During the year, this unit was strengthen by a Junior Legal Officer and a Deputy Registrar who took over the work of the deputy Registrar who was assigned with this section and since promoted to Assistant Registrar. This new Assistant Registrar is to be the person responsible for this section having gained a vast experience in the running of this section.

The new AMU offices were furnished with new furniture to accommodate the increasing volume of work.

In the said period, no less than 57 freezing orders of individuals were received by the unit. These orders were duly published in the Government Gazette and same notified to the Director of Public Registry according to Law. The MFSA was also duly notified.

Reports for these freezing of assets orders were all started with 480 personalised letters/emails sent for each case, amounting to around 20,000 letters. Similarly 2,220 reminders were sent. All emails received were acknowledged, amounting to around 19,250 more letters. All these letters were sent by means of electronic mail.
A request was made to the MFSA for an updated list of all registered financial institutions in Malta. The MFSA in turn supplied us with all the financial companies amounting to around 1500. An exercise was completed where all entities not present in the AMU database were contacted, one by one, and the responsible MLRO’s or contact persons were listed. Similarly all contact details and addresses were inputted. This exercise also entailed the contacting of all parent companies so as to establish intermediaries and subsidiaries, so the list could be shortened.

An agreement was made with the MFSA for the monthly newsletter to be sent to the Unit, for more awareness of any new registration or liquidation of any company.

The swearing on oath on positive hits declared is being made at the AMU offices, where the respondents are asked to visit via e-mail a week before report is presented.

About €99,000 was forfeited in favour of the Government of Malta as the cases in question were decided.

Monte Di Pietà Board Re Exhibits

The Board of the Law Courts and Monte Di Pieta' had regular meetings and the process of packing was concluded. Items were split into four lots, that is sealed or unsealed, Criminal Courts and Civil Courts. Each and every item was estimated and photographed. Criminal Courts items were delivered back to the Law Courts strong room. All is left is segmentation and affixing of inventory and that Civil Courts items are delivered to the Central Bank of Malta.

Publications in the Government Gazette

During the year eight (8) interdiction orders were published in the Government Gazette which orders were ordered by the Court.

During the months of August and November, the Jurors lists for the year 2014 were published in the Government Gazette according to Law.

On a monthly basis a list of persons which have been allotted to serve as jurors for a particular month were published in the Government Gazette.

Interpretation and Translation of Court Proceeding

In October 2013 an EU Directive regarding the right to legal interpreters and translators in cases where the accused is a foreigner came into force.

In line with the Directive, a list of interpreters and translators has been set up and put on-line. This list is updated regularly.

Criminal Department Statistics

Criminal statistics are published on-line every month, one month in arrears, with the Cumulative being published at the beginning of the following year.

Jurors Board Meeting
During the month of July, the Registrar fixed two meetings for the juror’s board to meet and prepare the list of jurors which had to be published in the Government Gazette by the end of August. For this meeting, Magistrate Antonio G. Vella, Assistant Commissioner Joseph Cachia, Deputy Attorney General Dr. Donatella Frendo Dimech, Dr. Reuben Balzan, President of the Chamber of Advocates and Mr Peter Sammut, President of the Legal Procurators were present for the meetings together with the Registrar and one of his assistants and the Criminal Court Deputy Registrars. During these meetings, the board vetted a number of new jurors with their police contact. Around 700 new jurors were inserted in the juror’s lists for 2014.

The Board also approved that a number of persons who previously served as ordinary jurors during the year be promoted to Foreman Jurors. The Board also approved the cancellation of a number of jurors who had died during the year.

**Re-Organization of Strong Rooms**

The Officer-in charge of valuable exhibits consisting of drugs, monies and valuable objects began to carry out a very good re-organisation procedure of both strong rooms in a most efficient and professional manner. Slowly and carefully, photos of the valuables and drugs are being taken. A lot of progress has been registered and valuable space is being created as drugs are being disposed of when a case is decided.

**Confiscation or Destruction of Old Exhibits**

The officer in charge of the bulky exhibits section together with the Senior Criminal Courts exhibits officer continued with the hazardous task of examining a large number of old exhibits which have been stored at the Courts for the last 20 years. During this period a large quantity of exhibits, after obtaining court approval, were photographed and destroyed. Exhibits which are related to magisterial inquiries and which are still pending were stored separately.

**Destruction of Khat**

‘Khat’ is a drug which is not yet illegal in Malta, however, whenever, a person is caught carrying this drug at the Malta International Airport, it is confiscated by the police and brought to Court. A magisterial inquiry is later opened because the court expert has to ascertain that the suspicious substance is actually Khat. A substantial amount of this substance is regularly brought to court and this has to be stored in the strong rooms pending a decree from the court that the substance may be destroyed. There is an uncountable amount of suit cases pending a decree and this is creating other problems. Apart from taking up all the available space in the strong rooms it is very unhealthy. It produces toxic smells and infinity of mosquitoes. Moreover, when this substance is left to stand for some time it changes into a liquid which creates even more problems. To control this problem we are regularly filing applications before the court for the immediate destruction of the mentioned substance. In this way we are trying to minimise problems as a result of these exhibits.

**Destruction of Valuable Objects**

The destruction of exhibits is an ongoing process due to the never-ending amount of objects which are exhibited daily. When a case has been decided, it becomes one of our duties to dispose of the exhibits as ordered by the Courts. When no mention of the exhibits is made in the judgement an application is filed by the Registrar asking the Court to order the confiscation of the exhibits.
A number of applications were filed. Once the Court accedes to our demand, they are passed on to the Bulky Exhibits Section so that the exhibits are disposed of accordingly.

<table>
<thead>
<tr>
<th>year</th>
<th>Taken from Halls</th>
<th>Withdrawn</th>
<th>Confiscated or destructed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>808</td>
<td>221</td>
<td>269</td>
</tr>
</tbody>
</table>

During the year the amount of €158,004 were confiscated in favour of the Government, which amount also includes deposits which were confiscated after breach of Court conditions.

**Destruction of Bulky Exhibits**

The destruction of exhibits is an ongoing process due to the never-ending amount of objects which are exhibited daily.

When a case has been decided, it becomes one of our duties to dispose of the exhibits as ordered by the Courts. When no mention of the exhibits is made in the judgment an application is filed by the Registrar asking the Court to order the confiscation of the exhibits.

During the first three months of 2013 a total of 133 applications were filed. Once the Court accedes to demand, they are passed on to the Bulky Exhibits Section so that the exhibits are disposed of accordingly.

Regular meetings were held to make destructions simpler and less bureaucratic.

A list of activity regarding exhibits can be seen below:

<table>
<thead>
<tr>
<th>YEAR</th>
<th>No. of exhibits collected from hall</th>
<th>No. of exhibits collected by the Public</th>
<th>Exhibits Destructed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>450</td>
<td>35</td>
<td>368</td>
</tr>
</tbody>
</table>

**Interconnectivity Project**

Access to the new case management system was actually granted to all intended users in August, however, during the months of June and July training sessions were held to help users familiarise themselves with the system. For the first few weeks access was only granted to the three officers working in the criminal registry annex. The aim behind this decision was to make sure that the inserting of compilation procedures is carried out and to tackle any initial problems within a small group.

**Letters of Request**

The Directorate received thirty-one (31) letters of request from the International Co-operation in Criminal Matters Division during this period. These were passed to the two Magistrates who deal with such cases.

**On-Line Queries**
The amount of queries received and replied during the year was over 160 and this apart from other 100 queries received from the customer care of the Parliamentary Secretary for justice. These queries are normally received on-line via email and are answered accordingly.

Judgements Regarding Foreigners

At the request of the Attorney General we compile a copy of all judgements involving foreigners. At the end of the year these judgments are recorded and kept for future reference.

New Video Conference in Hall 10

New video conference equipment was installed in Hall 10 to replace the one previously installed in Hall 3 as this was not being utilized.

Changes of Duties of the Judiciary

The Chief Justice due to the retirement of Magistrate Joseph Apap Bologna had reassigned certain duties to other Magistrates. Magistrate Dr Marse-Ann Farrugia was assigned the Civil pending cases and the *proces verbaux* of Magistrate Dr Joseph Apap Bologna, while cases dealing with simple drug possession which were part of her duties were delegated to Magistrate Dr. Natasha Galea Sciberras. Thus, a significant number of cases had to be shifted from one magistrate to another in the Legal Case Management system including a remark about the change to clear any problems that may crop up in the future. However, the actual movement of the files was carried out in a very brisk and efficient manner. All other compilation cases which Magistrate Farrugia inherited from Magistrate Quintano when he was elevated to Judge, were kept by Magistrate Farrugia.

Magistrate Dr Antonio Mizzi LLD was appointed Judge on the 14th June, 2013 thus all pending cases had to be transferred to other magistrates. Judge Antonio Mizzi was assigned the duties by the Chief Justice in the Court of Criminal Appeal from judgments given the Court of Magistrates as a Court of Criminal Jurisdiction apart other duties in the Criminal Court.

The new Magistrates Dr. Aaron Bugeja was assigned the duties in the criminal directorate while Dr. Charmaine Galea was assigned the duties in the Administrative Review Tribunals by the Chief Justice.

Collection of Fines

The collection of fines is an ongoing process all year round. Fines are imposed as a result of a judgment or when a person is found to be in contempt of Court. If a fine remains unpaid an application is filed in order to get the Court’s permission to convert the said fine into imprisonment. Once it is converted into imprisonment the ticket is sent to the police. On many instances many opt to pay rather than go to prison.

During 2013 a total of 1169 applications for fines to be converted into imprisonment were filed with a total of 330 fines which were converted into imprisonment amounted to €194,893.86.

The total amount of fines paid during 2013 was €2,073,481.30. This amount represents €499,268.86 fines imposed by the Magistrates’ Courts and €53,192.82 fines imposed by the Criminal Courts.
During the period in question there has been an increase in revenue as compared to the previous years. This situation is continually being scrutinized on monthly basis. During 2013 the number of conviction tickets issued against defaulters amounted to 2771 as compared to the 2559 issued in 2012, which conviction tickets were transmitted to the Police to execute.

The following table shows the amount of fines collected on a monthly and yearly basis for the past five years showing an increase in revenue as compared to the last previous two years.

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>JANUARY</td>
<td>164,647.35</td>
<td>169,527.83</td>
<td>172,763.55</td>
<td>138,102.76</td>
<td>186,720.18</td>
</tr>
<tr>
<td>FEBRUARY</td>
<td>143,675.61</td>
<td>179,086.36</td>
<td>156,398.00</td>
<td>121,367.82</td>
<td>162,425.74</td>
</tr>
<tr>
<td>MARCH</td>
<td>171,077.76</td>
<td>226,242.98</td>
<td>214,952.15</td>
<td>241,031.91</td>
<td>100,432.87</td>
</tr>
<tr>
<td>APRIL</td>
<td>182,125.32</td>
<td>223,650.47</td>
<td>150,410.14</td>
<td>158,710.67</td>
<td>165,213.89</td>
</tr>
<tr>
<td>MAY</td>
<td>161,142.62</td>
<td>197,182.37</td>
<td>171,398.64</td>
<td>159,147.98</td>
<td>215,236.35</td>
</tr>
<tr>
<td>JUNE</td>
<td>139,764.95</td>
<td>282,183.13</td>
<td>113,665.94</td>
<td>153,691.54</td>
<td>147,883.30</td>
</tr>
<tr>
<td>JULY</td>
<td>194,307.36</td>
<td>191,940.41</td>
<td>138,111.65</td>
<td>170,696.78</td>
<td>206,003.90</td>
</tr>
<tr>
<td>AUGUST</td>
<td>91,904.68</td>
<td>150,005.54</td>
<td>128,095.15</td>
<td>189,241.31</td>
<td>135,815.62</td>
</tr>
<tr>
<td>SEPEMBER</td>
<td>125,166.66</td>
<td>148,460.49</td>
<td>181,574.54</td>
<td>111,824.55</td>
<td>201,288.01</td>
</tr>
<tr>
<td>OCTOBER</td>
<td>168,640.50</td>
<td>205,085.79</td>
<td>143,330.19</td>
<td>174,924.09</td>
<td>226,176.71</td>
</tr>
<tr>
<td>NOVEMBER</td>
<td>208,808.43</td>
<td>165,936.48</td>
<td>169,337.81</td>
<td>151,558.43</td>
<td>180,958.43</td>
</tr>
<tr>
<td>DECEMBER</td>
<td>171,638.45</td>
<td>150,999.61</td>
<td>110,847.21</td>
<td>119,170.67</td>
<td>145,326.54</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,922,899.89</td>
<td>2,290,301.46</td>
<td>1,850,884.97</td>
<td>1,889,573.33</td>
<td>2,073,481.30</td>
</tr>
</tbody>
</table>

**REGISTRY - COURTS OF CRIMINAL JURISDICTION**

**Registry – One Stop Shop**

During the year under review the Registry, commonly known as One Stop shop, handled the following acts:-

<table>
<thead>
<tr>
<th>Filed by the POLICE</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applications</td>
<td>1212</td>
</tr>
<tr>
<td>Replies</td>
<td>196</td>
</tr>
<tr>
<td>Notes</td>
<td>832</td>
</tr>
<tr>
<td>Note of Submissions</td>
<td>29</td>
</tr>
<tr>
<td>Note of Observation</td>
<td>0</td>
</tr>
<tr>
<td>Note of Appeal</td>
<td>20</td>
</tr>
<tr>
<td>Reports</td>
<td>79</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>2368</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Filed by the Registrar</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Applications</td>
<td>377</td>
</tr>
<tr>
<td>Applications Conversion of Fines</td>
<td>1169</td>
</tr>
<tr>
<td>Note of Reply</td>
<td>114</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>1660</td>
</tr>
</tbody>
</table>
Filed By Probation Services:

<table>
<thead>
<tr>
<th>Description</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Note</td>
<td>607</td>
</tr>
<tr>
<td>Report</td>
<td>181</td>
</tr>
<tr>
<td>Applications</td>
<td>44</td>
</tr>
<tr>
<td>Replies</td>
<td>0</td>
</tr>
<tr>
<td>Denouncements</td>
<td>10</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>842</strong></td>
</tr>
</tbody>
</table>

Filed by Attorney General

<table>
<thead>
<tr>
<th>Description</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applications</td>
<td>111</td>
</tr>
<tr>
<td>Applications re Appeals</td>
<td>89</td>
</tr>
<tr>
<td>Reply</td>
<td>695</td>
</tr>
<tr>
<td>Extension of time limits</td>
<td>386</td>
</tr>
<tr>
<td>Note</td>
<td>109</td>
</tr>
<tr>
<td>Others</td>
<td>40</td>
</tr>
<tr>
<td>Note of Reply</td>
<td>6</td>
</tr>
<tr>
<td>Note of Submissions</td>
<td>2</td>
</tr>
<tr>
<td>Applications re jurors</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1439</strong></td>
</tr>
</tbody>
</table>

Filed by General Public

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Revenue (if applicable) €</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affidavits</td>
<td>3286</td>
<td>€22,766.43</td>
</tr>
<tr>
<td>Schedule of Deposit</td>
<td>336</td>
<td>€1,254,079.36</td>
</tr>
<tr>
<td>Applications</td>
<td>5241</td>
<td>1503.23</td>
</tr>
<tr>
<td>Applications – Appeal</td>
<td>474</td>
<td>1125.81</td>
</tr>
<tr>
<td>Applications re Jurors</td>
<td>667</td>
<td>No Charge</td>
</tr>
<tr>
<td>Reports</td>
<td>8</td>
<td>€2.00</td>
</tr>
<tr>
<td>Replies</td>
<td>135</td>
<td>31.89</td>
</tr>
<tr>
<td>Note</td>
<td>871</td>
<td>160.04</td>
</tr>
<tr>
<td>Note of Submissions</td>
<td>50</td>
<td>€13.59</td>
</tr>
<tr>
<td>Note of Pleas</td>
<td>15</td>
<td>3.70</td>
</tr>
<tr>
<td>Note of Observations</td>
<td>13</td>
<td>1.65</td>
</tr>
<tr>
<td>Legal Copies</td>
<td>202</td>
<td>€1,801.12</td>
</tr>
<tr>
<td>Local Wardens Appeals</td>
<td>40</td>
<td>99.70</td>
</tr>
</tbody>
</table>

Money Confiscated in favour of Government

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€158,004.43</td>
</tr>
</tbody>
</table>

Prison Permits

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>746</td>
</tr>
</tbody>
</table>

Annex to the Registry

During the year under review the Annex to the Registry handled the following transactions:

<table>
<thead>
<tr>
<th>Description</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Withdrawal of Schedule of Deposits</td>
<td>305</td>
</tr>
<tr>
<td>Police Reports</td>
<td>969</td>
</tr>
</tbody>
</table>
### Additional Police Reports
- 129

### Process Verbaux, Court Files and Applications to the Attorney General
- 7464

### Process Verbaux, Court Files and Replies to Applications from the Attorney General
- 6303

### Suspended Sentences – Courts of Magistrates
- 479

### Suspended Sentences – Superior Courts
- 38

### Sentences over 1 year imprisonment – Courts of Magistrates
- 219

### Sentences over 1 year imprisonment – Superior Courts
- 85

Two Deputy Registrars at the Annex to the Registry under the supervision of the Director/Registrar continued with the complex task of assessing the fees and expenses incurred by and awarded to Court Experts. During the year under review the total sum of €1,171,087.54 was assessed to various court experts.

## Cases Introduced, Decided and Pending – 2013

### Courts of Magistrates (Malta) - Criminal Jurisdiction

<table>
<thead>
<tr>
<th>Category</th>
<th>PENDING END OF DECEMBER 2012</th>
<th>INTRODUCED 2013</th>
<th>DECIDED 2013</th>
<th>PENDING END OF DECEMBER 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summary Cases</td>
<td>1258</td>
<td>586</td>
<td>766</td>
<td>1078</td>
</tr>
<tr>
<td>Compilations</td>
<td>3073</td>
<td>1370</td>
<td>1483</td>
<td>2960</td>
</tr>
<tr>
<td>Inquiries</td>
<td>1495</td>
<td>1360</td>
<td>1331</td>
<td>1524</td>
</tr>
<tr>
<td>Customs</td>
<td>100</td>
<td>22</td>
<td>22</td>
<td>100</td>
</tr>
<tr>
<td>Eco Tax</td>
<td>20</td>
<td>18</td>
<td>16</td>
<td>22</td>
</tr>
<tr>
<td>VAT</td>
<td>1051</td>
<td>1132</td>
<td>1369</td>
<td>814</td>
</tr>
<tr>
<td>Health</td>
<td>238</td>
<td>121</td>
<td>187</td>
<td>172</td>
</tr>
<tr>
<td>ETC</td>
<td>36</td>
<td>313</td>
<td>251</td>
<td>98</td>
</tr>
<tr>
<td>DLE</td>
<td>122</td>
<td>125</td>
<td>165</td>
<td>82</td>
</tr>
<tr>
<td>ALE</td>
<td>385</td>
<td>678</td>
<td>724</td>
<td>339</td>
</tr>
<tr>
<td>PA</td>
<td>65</td>
<td>20</td>
<td>5</td>
<td>80</td>
</tr>
<tr>
<td>Traffic</td>
<td>446</td>
<td>1042</td>
<td>1017</td>
<td>471</td>
</tr>
<tr>
<td>Collisions</td>
<td>275</td>
<td>387</td>
<td>350</td>
<td>312</td>
</tr>
<tr>
<td>Districts</td>
<td>3556</td>
<td>6240</td>
<td>3362</td>
<td>3164</td>
</tr>
<tr>
<td>Minors Court</td>
<td>27</td>
<td>91</td>
<td>85</td>
<td>33</td>
</tr>
<tr>
<td>Health and Safety</td>
<td>12</td>
<td>145</td>
<td>154</td>
<td>3</td>
</tr>
<tr>
<td>Family Court (Criminal)</td>
<td>290</td>
<td>1540</td>
<td>1589</td>
<td>241</td>
</tr>
<tr>
<td>Letters of Request</td>
<td>6</td>
<td>34</td>
<td>29</td>
<td>11</td>
</tr>
<tr>
<td>Libels (Criminal)</td>
<td>18</td>
<td>16</td>
<td>5</td>
<td>29</td>
</tr>
<tr>
<td>Breach Bail</td>
<td>1</td>
<td>11</td>
<td>11</td>
<td>11</td>
</tr>
</tbody>
</table>
Conditions
Income Tax 489 840 773 556
TOTAL 12,963 16,091 16,964 12,090

The Criminal Court of Appeal in its Superior and Inferior Jurisdiction and the Criminal Court, dealt with the following Court Cases:

<table>
<thead>
<tr>
<th></th>
<th>PENDING</th>
<th>INTRODUCED</th>
<th>DECIDED</th>
<th>PENDING</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>END OF DECEMBER 2012</td>
<td></td>
<td>2013</td>
<td>END OF DECEMBER 2013</td>
</tr>
<tr>
<td>CRIMINAL COURT (Trials by jury)</td>
<td>75</td>
<td></td>
<td>36</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>82</td>
</tr>
<tr>
<td>COURT OF CRIMINAL APPEAL (Inferior)</td>
<td>822</td>
<td>552*</td>
<td>500*</td>
<td>874</td>
</tr>
<tr>
<td>COURT OF CRIMINAL APPEAL (Superior)</td>
<td>61</td>
<td>25</td>
<td></td>
<td>32</td>
</tr>
</tbody>
</table>

*The introduced and decided cases before the Court of Criminal Appeal (Inferior) includes also appealed cases from judgements given by the Courts of Magistrates Gozo. In such case the Court of Criminal Appeal holds its sittings in Gozo.

CIVIL COURTS AND CIVIL TRIBUNAL DIRECTORATE

Introduction

Following the launch of two major projects in 2012 regarding it – the pilot project of scanning of judicial acts (court of magistrates) and the introduction of the diary system – in the year 2013 the directorate continued to work on other it projects successfully.

The Directorate launched three new very important services intended to benefit the members of the legal profession and the public in general: the system of communication of court decrees as well as of transcripts of evidence to lawyers and legal procurators via email together with the system whereby notices of deferment of sittings are transmitted to members of the legal profession by means of a text message. The system of notices by means of a text message was extended to the parties of a court case. During this year the Directorate launched its first ever online filing of an act. Acts concerning the Small Claims Tribunal as well as appeals from decisions of the same Tribunal can now be filed online.

The scanning of judicial acts pertaining to cases before the court of magistrates has been extended to any such judicial acts filed from January 2012. Throughout the year there were various other initiatives and activities aimed at the enhancement of services and assistance provided to the judiciary, lawyers and the general public.
Services to the legal profession via email and text message

These new services were announced by the Hon. Dr Owen Bonnici during a press conference held on the occasion of the European Day of Civil Justice. In view of the launch of these services, a representative from MITA delivered a presentation to all court staff involved explaining the procedures to be followed in connection with such services. Towards the end of the year the Directorate started working on the fourth service regarding the transmission of notices of deferment of sittings via text message to the parties in the case deferred. These new systems are operating effectively and have been well-received by members of the legal profession and the public.

Filing of acts by electronic means – Small Claims

A considerable amount of work was carried out by the Directorate, in collaboration with MITA and the Director-General Gozo Courts and Tribunals, to facilitate the introduction of electronic filing of acts relating to the Small Claims Tribunal. The Director and one of the Assistant Registrars attended several meetings held in conjunction with MITA and the I.T. firm contracted for this project, in order to assist in the development of the system enabling the electronic filing of such acts. A press conference was held by the Hon Dr Owen Bonnici, Parliamentary Secretary for Justice and the Hon Dr Edward Zammit Lewis, Parliamentary Secretary for Competitiveness and Economic Growth, to launch the system of electronic filing of acts related to the Small Claims Tribunal.

Of course the system of electronic filing could not start to operate before the necessary legal amendments were made to permit such filing. Thus the Directorate strived to ensure that such amendments were in place by the day appointed for the launch of the system of online filing. These amendments were made by means of subsidiary legislation enacted under Chapter 380 of the Laws of Malta – Legal Notice 164/2013.

The Court of Revision of Notarial Acts

Act No.XXIV of 2011 entitled the “Notarial Profession and Notarial Archives (Amendment) Act, 2011” amended considerably the Notarial Profession and Notarial Archives Act (Cap. 55). This Act brought about a change in the composition of the Court of Revision of Notarial Acts, which court falls under the remit of the Registrar of the Civil Courts and Tribunals. Since 1st January, 2013 this Court is no longer composed of members called Visitors but is to be presided by a retired Judge or a retired Magistrate or a retired advocate who has practiced his profession for over twelve years and this in terms of Article 110 of Cap. 55 as amended by Act No.XXIV of 2011. The President of this Court is appointed by the Minister responsible for Notarial affairs for a period which may not exceed two years. The appointee would be eligible for further periods of appointment. Moreover the court has now been given the status of a court of law. As mentioned earlier on in this report, Retired Judge Dr Joseph Galea Debono has been appointed to preside over the Court of Revision of Notarial Acts for a period of two years.

Other Activities

The Director, together with other members of the Administration of the Courts of Justice Department, attended a public consultation meeting held by the Commission for the Holistic Reform of the Judicial System. The Directorate also participated in another meeting held by the administration of the Courts of Justice Department with the Commission for the Holistic Reform of the Judicial System. During this meeting the Department put forward proposals and suggestions for the Commission’s consideration, many of which have been included in the final report.
The President of Malta, acting on the advice of the Prime Minister, has appointed Magistrate Dr. Antonio Mizzi, LL.D. to be Judge of the Superior Courts (Malta) with effect from 14\textsuperscript{th} June, 2013 and Dr. Aaron Bugeja, LL.D. and Dr. Charmaine Galea, LL.D., to be Magistrates of the Court of Magistrates (Malta) with effect from 14\textsuperscript{th} June, 2013 and as Magistrates of the Court of Magistrates (Gozo) whenever the occasion and need arise. Magistrate Dr. Charmaine Galea was assigned civil cases.

The Directorate participated in a meeting held with officials from MaltaPost, during which meeting the Department was presented with MaltaPost’s proposal for Document Management Services. The scope of this meeting was to enable the Department to evaluate the possibility of employing such services offered by MaltaPost, particularly that of scanning of documents. The MaltaPost officials were shown the types of documents which would be scanned. Following this meeting MaltaPost provided the Department with the fees chargeable for the services the Department is interested in. Subsequently an exercise was initiated to calculate in an approximate manner the number of documents to be scanned in order to form an opinion on the costs involved in the possible use of MaltaPost’s services.

The Director attended a meeting on the Electronic Submission of Acts. During this meeting the Presentation of Electronic Acts Business Process Model put forward by MITA was discussed. This project is intended to start with a pilot project of electronic presentation of judicial letters. In connection with this project the Director, together with one of the Assistant Registrars, held meetings with the President of the Chamber of Advocates and the President of the Chamber of Legal Procurators to discuss the procedure to be adopted in respect of the electronic filing of judicial letters.

The scanning of judicial acts pertaining to cases before the Court of Magistrates has been extended to any such judicial acts filed from January 2012. Originally the scanning project was limited to any such judicial acts filed from 1\textsuperscript{st} July, 2012 onwards, however given the immense advancement made in this project, thanks also to the hardwork of the person entrusted with this project who is a member of the Me2 Co-operative, the decision was taken to extend this project to cover the first six months of 2012.

The programme of enhancements and upgrading of Information Technology systems and programmes was continued. A number of planned initiatives were eventually implemented in synergy with Malta Information Technology Authority Ltd. (MITA), amongst which:

- e-Acts – the electronic presentation of judicial acts;
- (ii) the electronic presentation of garnishee order to banks;
- (iii) e-Fees – an IT system whereby taxed bills of costs would be made available online and also available upon request at any stage of the judicial process and
- (iv) the enhancement of the e-Case File programme whereby the scanning of documents would be built on a stronger IT platform.

The creation and development of the system for the electronic filing of acts related to the Small Claims Tribunal.

An enhancement to the Lawyers Maintenance Module on LECAM so that any maintenance necessary would start being made by Directorate. All necessary updates and enhancements were made to the LECAM system in order to enable the communication to lawyers and legal procurators of court decrees and transcriptions of evidence via email, as soon as these are uploaded on LECAM;

All necessary enhancements were made to the LECAM system to facilitate the system whereby lawyers and legal procurators are informed of sitting deferments via text message.
All necessary enhancements were made to the LECAM system to facilitate the system whereby parties to lawsuits are informed of sitting deferments via text message.

The Director attended meetings regarding the European Judicial Network in Civil and Commercial Matters.

The Director was the competent person whom the European Commission communicated with in its testing period when implementing the new Jure Database. This database will comprise court orders and decisions dealing with the determination of jurisdiction and/or the recognition and enforcement of civil and commercial judgments delivered by Member States’ Courts of Law under the 2007 Lugano Convention.

The Director/Registrar, Civil Courts and Tribunals, was appointed National Delegate on the Council Working Party on eJustice as from May 2013. He succeeded Mr. Kevin Mahoney who had to relinquish this post on his appointment as Permanent Secretary within the Ministry of Home Affairs and Security. He attended his first meeting of the said Working Party which was held in Brussels on the 7th May, 2013. During this meeting national delegates discussed the implementation of the Justice Portal - state of play, insolvency registers and the annual content revision exercise. Discussions also focused on the relations with the European Judicial Network in criminal matters; Land Registers; the state of play of e-Justice implementation in the Member States; e-Codex and automated translations in the context of e-Justice.

The European Parliament launched a Pilot Project on Judicial Training, which project is funded by the European Commission and managed by DG Justice. This project is divided in three parts dedicated respectively to judges and prosecutors, to court staff and to lawyers. In September there was held in Edinburgh, Scotland, a regional meeting set up with reference to the second party of the pilot project i.e. training of court staff, entitled “Study on the State of Play of Court Staff Training in EU Law and Promotion of Co-operation between Court Staff Training Providers at EU Level”. A court officer attended this regional meeting.

A court officer together with a representative from MITA, attended a conference entitled “European Small Claims Procedure – How Civil Law Instruments Serve the Interests of EU Citizens”, held in Vilnius, Lithuania. This two-day conference was convened under the auspices of the Lithuanian Presidency of the Council of the European Union 2013 and it was organized by the Ministry of Justice of the Republic of Lithuania together with the European Commission and in cooperation with the Academy of European Law (ERA). It focused on the practical importance of the European Small Claims Procedure (ESCP) and provided an opportunity to discuss the cross-border operation of ESCP, the experiences of different Member States in connection with the application of ESCP and to formulate proposals for amendments to Regulation (EC) 861/2007 which established the ESCP, in order to render this procedure more effective.

Towards the end of the year, the Director/Registrar, Civil Courts and Tribunals was appointed Director General, Courts of Justice Department. Mr Emanuel Sciriha was appointed Acting Director/Registrar, Civil Courts and Tribunals.

Statistics – Court Cases

The table hereunder demonstrates the number of cases introduced, terminated and pending in the courts and tribunals of civil jurisdiction in Malta from 2005 to 2013.

<table>
<thead>
<tr>
<th>Court/Tribunal</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2005</td>
</tr>
<tr>
<td>Constitutional</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Introduced</td>
</tr>
<tr>
<td>----------------------</td>
<td>------------</td>
</tr>
</tbody>
</table>
Gozo Court and Tribunals

INTRODUCTION

During the year under review the Directorate General, Gozo Courts and Tribunals, continued to provide administrative support to the judiciary in its objective to decide disputes at the Gozo Court. The Directorate General’s approach is to create a lean organizational structure that reduces unnecessary burdens and eliminates duplication, whenever possible. Its aim is to provide a streamlined service which maximizes the use of staff and the very limited office space available, whilst exploiting efficiencies offered by technology to deliver the best service to our customers.

Organisation of the Gozo Courts and Tribunals

Two resident magistrates work on a roster of one week each, taking cognizance of all acts and cases filed in the Court of Magistrates (Gozo) in its Civil Jurisdiction. Sittings of this Court are held between Tuesday and Friday, with an average of 40 cases per sitting. Using the Diary system in LECAM more sittings are being staggered so that cases are heard at more convenient timing for lawyers and customers alike. These same magistrates are also assigned as duty magistrates for the Islands of Gozo and Comino thus also hold magisterial inquiries and carry out preliminary investigations. One of them also takes cognizance of all acts presented in the Court of Voluntary Jurisdiction. Family Court cases are dealt with equally by these two magistrates. Another magistrate from the Courts in Malta takes cognizance of criminal cases, with sittings held twice weekly, on Tuesday, Wednesdays and twice monthly also on Thursdays.

<table>
<thead>
<tr>
<th>Type of Act</th>
<th>No. of Acts Filed in 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judicial Letters (Excl. Sect. 166A &amp; 253 COCP)</td>
<td>736</td>
</tr>
<tr>
<td>Judicial Letters in Terms of Sect. 166A (COCP)</td>
<td>160</td>
</tr>
<tr>
<td>Judicial Letters in Terms of Sect. 253 (COCP)</td>
<td>4</td>
</tr>
</tbody>
</table>
The Registry at the Gozo Court of Justice caters for both civil and criminal cases, as well as for appeals from the inferior courts. The number of acts filed in the Gozo Court Registry during 2013 are shown below:

### Court of Magistrates

The case-load of the Gozo Court of Magistrates, in its various (Civil) jurisdictions can be illustrated as follows:

<table>
<thead>
<tr>
<th>Schedule</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schedules of Deposit</td>
<td>373</td>
</tr>
<tr>
<td>Legal Protests/Counter Protests</td>
<td>68</td>
</tr>
<tr>
<td>Applications/Replies in lawsuits (Application program)</td>
<td>2707</td>
</tr>
<tr>
<td>Acts filed by the Attorney General</td>
<td>135</td>
</tr>
<tr>
<td>JURISDICTION</td>
<td>INTRODUCED CASES</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>INFERIOR</td>
<td>20</td>
</tr>
<tr>
<td>SUPERIOR (GENERAL SECTION) (SWORN APPLICATIONS ONLY)</td>
<td>98</td>
</tr>
<tr>
<td>SUPERIOR (VOLUNTARY SECTION)</td>
<td>163</td>
</tr>
<tr>
<td>SUPERIOR (FAMILY SECTION) (SWORN APPLICATIONS ONLY)</td>
<td>24</td>
</tr>
<tr>
<td>APPLICARIONS IN TERMS OF SEC. 258, 281(1), 466 AND 836 OF CHAPTER 12: SEC. 402 OF ACT XXX/1995, AND OTHER LAWS OF MALTA</td>
<td>33</td>
</tr>
<tr>
<td>APPLICARIONS IN TERMS OF SECTION 13 (3) OF CHAPTER 354 (GENERAL ELECTIONS ACT, 1991), WHEREIN THE MAGISTRATE ACTS AS REVISING OFFICER</td>
<td>31</td>
</tr>
</tbody>
</table>

* Actively (i.e. excluding sine die)

**Family Court (Mediation Stage)**

The workload of the Court of Magistrates, Superior Jurisdiction (Family Section) is shown in the table above.

At mediation stage, the number of letters introduced registered amounted to 95. This number includes 52 introduced letters for mediation, 19 applications (rikorsi f'medjazzjoni) and also all types of requests be they maintenance, custody, access to children or other ancillary matters. The same amount (of 95 letters) also includes 24 conjunct notes. By the end of 2013 there were 90 were disposed of.

**Small Claims Tribunal**

With 55 new cases introduced and 2 cases were referred from the Tribunal in Malta this Tribunal decided 28 cases and there were 4 cases referred to the Tribunal in Malta or 8 abstentions, while 4 cases were ceded and 4 were deserted. The Tribunal has 43 pending cases (actively, i.e. excluding those put off sine die).

The Small Claims Tribunal takes cognizance of cases involving money claims of an amount not exceeding €3,494.06 and also deals with European Small Claims Procedure. There were...
no applications filed with respect to the European Small Claims Procedure for cross-border claims of up to €2,000.

**Court of Magistrates as a Court of Criminal Judicature / Criminal Inquiry and Magisterial Inquiries**

Criminal offences and contraventions punishable with a maximum of six months imprisonment are heard by the Court of Magistrates as a Court of Criminal Judicature (Kawzi Sommarji). During 2013, the case-load of this Court, in comparison to that of the preceding year, is illustrated below:

<table>
<thead>
<tr>
<th>YEAR</th>
<th>INTRODUCED</th>
<th>DECIDED</th>
<th>PUT OFF SINE DIE</th>
<th>RE-APPOINTED FROM SINE DIE</th>
<th>WITHDRAWN</th>
<th>PENDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>944</td>
<td>721</td>
<td>22</td>
<td>2</td>
<td>263</td>
<td>360</td>
</tr>
<tr>
<td>2013</td>
<td>629</td>
<td>571</td>
<td>35</td>
<td>0</td>
<td>97</td>
<td>289</td>
</tr>
</tbody>
</table>

The Gozo Court of Magistrates as a Court of Criminal Inquiry (Kumpilazzjonijiet) had the following registrations. No case was transmitted to the Attorney General for the issue of a bill of indictment. The figures for the previous year are shown for comparison.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>INTRODUCED</th>
<th>DECIDED</th>
<th>PUT OFF SINE DIE</th>
<th>RE-APPOINTED FROM SINE DIE</th>
<th>WITHDRAWN</th>
<th>DESERTED</th>
<th>PENDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>98</td>
<td>88</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>157</td>
</tr>
<tr>
<td>2013</td>
<td>162</td>
<td>127</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>238</td>
</tr>
</tbody>
</table>

Magisterial Inquiries recorded during this year are shown below.Introduced cases refer also to those cases regarding which a report by a magistrate-appointed expert is produced.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>Introduced</th>
<th>Concluded</th>
<th>Pending at end of year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>76</td>
<td>48</td>
<td>355</td>
</tr>
</tbody>
</table>

**Juvenile Court**
This Court started with no cases carried forward from the previous year. During 2013, there were 7 cases introduced, while the said Court decided 5 cases, ending with 2 pending cases. Sittings were held at the NGO Centre in the limits of Xewkija.

**Court of Appeal**

Appeals against decisions of the Court of Magistrates (Inferior Jurisdiction, Civil) as well as those of the Rent Regulation Board, the Rural Leases Control Board and the Small Claims Tribunal are heard once every two or three months by the Court of Appeal (Civil Inferior). It also hears appeals from other Administrative boards which hold sittings in Gozo. This Court had 14 newly-introduced cases, decided 25 and had 5 pending cases at the end of the year after one case was ceded.

Appeals from judgements of the Court of Magistrates (Gozo) in its Civil Superior Jurisdiction are heard by the Court of Appeal in Malta.

Sittings by the **Court of Criminal Appeal (Inferior Jurisdiction)** are held in Gozo every month. By the end of 2013, this court had 48 newly introduced cases, decided 16 and ended with 32 pending cases. Four cases was deserted, while no cases were referred back to the Inferior Court. There were 2 abstentions.

The Gozo Court Registry also serves as the Registry of the Court of Criminal Appeal for appeals filed from judgements of the Court of Magistrates as a Court of Criminal Judicature in Gozo.

**Administrative Review Tribunal**

The Administrative Review Tribunal, presided by a Magistrate from the Courts in Malta, holds about five sittings yearly in Gozo. There were 8 pending cases at the start of the year and 8 new cases were introduced. With 4 decided cases and one ceded during the year under review, this Tribunal ended with 11 pending cases (excluding those put off *sine die*).

**Boards**

The **Rent Regulation Board** and the **Agricultural Leases Control Board** are both presided by one of the resident magistrates and deal with applications regarding matters between lessors and lessees of premises or land respectively. During 2013, these Boards had the following workings:

<table>
<thead>
<tr>
<th>BOARD</th>
<th>INTRODUCED CASES</th>
<th>DECIDED CASES</th>
<th>CEDED CASES</th>
<th>PENDING CASES AT END OF 2013*</th>
</tr>
</thead>
<tbody>
<tr>
<td>RENT REGULATION BOARD</td>
<td>7</td>
<td>5</td>
<td>3</td>
<td>14</td>
</tr>
<tr>
<td>AGRICULTURAL LEASES CONTROL BOARD</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>10</td>
</tr>
</tbody>
</table>

*Actively (i.e. excluding those put off *sine die*)

**Legal Aid**
Three Gozitan lawyers serve as Official Curators and Advocates for Legal Aid at the Gozo Courts and Tribunals.

Judicial Sales/Licitations

The workload of the judicial sales and licitations section is illustrated in the table below. It is to be noted that some applications are rendered as having been deserted after the passage of one year. Some pending applications are awaiting an application by lawyers for re-appointment, while others lack further instructions from lawyers and/or creditors to continue to be processed.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>PENDING AT BEGINNING OF YEAR</th>
<th>INTRODUCED</th>
<th>DESERTED</th>
<th>WITHDRAWN</th>
<th>CONCLUDED</th>
<th>PENDING AT END OF YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>43</td>
<td>38</td>
<td>6</td>
<td>23</td>
<td>7</td>
<td>44</td>
</tr>
</tbody>
</table>

Notices and plans regarding appointed judicial sales are viewable online on the website: http://justiceservices.gov.mt, reducing demands by the public.

Scanning

This Directorate General continued with its pilot-project initiated in 2008 involving the scanning all acts concerning newly-registered cases of Court of Magistrates (Gozo), in its Civil Jurisdiction, Inferior and Superior Jurisdictions as well as other applications (Rikorsi tal-’R’). There are also scanning facilities in the Archives and at the cashier’s end in the Registry.

Officials from the Courts in Malta visited to see the scanning process in operation at this Directorate. This was followed by a presentation by one of our employees of the scanning procedure at the Courts in Malta prior to the launch of the scanning project there in the summer.

Information Technology and e-government

The Directorate continues to be at the forefront as regards the use of e-government in the delivery of its services for the benefit of the members of the judiciary, the legal profession and the public in general.

Taxed bills of costs and of transcriptions of evidence are automatically sent to lawyers, and to parties in lawsuits on request. Similarly, the Judicial Assistant continues to send copies of his records (verbali) and postponement of (his) sittings to lawyers through e-mail.
The monitors installed last year on the judiciary’s bench of the two main halls, have been a success with the members of the judiciary as these may now view and/or vet the writings of their deputy registrar. This also facilitates the communication between magistrate and his deputy registrar and ensures the correctness of what is being stated and recorded.

The scanning project, ongoing at the Gozo Court since 2008, has also facilitated the delivery of our services in an efficient manner as practically copies of all acts legally viewable by the public, can now be provided to our customers in an electronic manner.

**Video-conferencing**

During this same year 2013 the Gozo Court continued to provide video-conference facilities through SKYPE or POLYCOM to cater for parties/witnesses residing abroad and involved in lawsuits at the Gozo Court. Video-links were used for civil hearings. As far as possible, the link is done with a remote location, preferably the Consular Section of Malta abroad, where an authorized official may help with the identification of and administering of the oath to the witness/party residing abroad.

In criminal cases, involving witnesses who were minors and/or victims of rape or abuse, use continued to be made of the internal video-conferencing equipment of the main Hall A or at the Juvenile Court hall at the NGO Center in Xewkija.

**Staff Training**

In line with this Directorate General’s firm belief in continuous staff development, a number of employees attended training courses organised by the Centre for Development, Research and Training (CDRT) in collaboration with the Ministry for Gozo, CDRT in Malta, MISCO and MEDIACOOP, both in Malta and in Gozo.

A number of employees sat for Public Service examinations for various grades, from Clerks to Senior Principals.

**Book-binding**

Book-binding work continued to be done through using family-friendly solution resorted to in October 2011 in cooperation with one of our General Hand familiar with the book-binding trade. This cost-effective solution resulted in 78 volumes being bound during 2013, a lesser output than the preceding year due to the fact that this same person was injured on duty and had to avail, herself of months of sick leave.

**Collection of Revenue**

Revenue at the Courts of Justice is generated in a two-fold manner: through fees paid when filing acts at the registry and the relevant registry fees collected once a case is decided or ceded and through the collection of fines inflicted by the Courts.

During 2013, a total of 1094 taxed bills were drawn up, in their majority regarding decided cases. A copy of the taxed bill is sent through e-mail to the lawyers involved and to the parties involved on demand.

The amount of revenue from registry fees amounted to €354,839 while that from fines was €90,850, bringing the total revenue to €445,689.
The following fines were inflicted by our courts:

<table>
<thead>
<tr>
<th>COURT INFlicting FINE</th>
<th>NUMBER OF FINES</th>
<th>AMOUNT OF FINES (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURT OF CRIMINAL APPEAL</td>
<td>8</td>
<td>11,515</td>
</tr>
<tr>
<td>COURT OF MAGISTRATES (CRIMINAL JURISDICTION)</td>
<td>302</td>
<td>229,876</td>
</tr>
<tr>
<td>OTHER COURT DIVISIONS/TRIBUNALS &amp; CONTEMPT OF COURT</td>
<td>6</td>
<td>1,020</td>
</tr>
<tr>
<td>TOTAL</td>
<td>316</td>
<td>242,411</td>
</tr>
</tbody>
</table>

Premises administered by the Gozo Courts

The lawsuit filed against Maltapost plc to safeguard the department's rights over the flat at 128, Republic Street, Victoria, Gozo, previously occupied by one of the resident magistrates and illegally taken possession of by Maltapost, was decided on the 6th November 2013. An appeal from the said judgment was filed in the Court of Appeal in Malta and is scheduled for its first hearing on the 29th April 2014.

Office of the Notary to Government

INTRODUCTION

The Office of the Notary to Government comprises two main sections: the Notarial Archives and the Notarial Section.

ARCHIVES SECTION

In the Notarial Archives are deposited deeds *inter vivos* and *causa mortis* published by Notaries Public who have practised or are practising in Malta. The latter are wills drawn up in the public form; the former are all other deeds relating to property transfers (sales, emphyteusis, partitions and others), loans, powers of attorney and so on. Moreover in the Archives one finds also all deeds received by the Notaries to Government. All these deeds are deposited for custody and safe-keeping. At the head office in number 2/3, Mikiel Anton Vassalli Street, Valletta, are housed the original deeds, whilst the Registers (copies) are housed at 24, St. Christopher Street, Valletta.

The Notarial Archives are a rich source of research. Notarial deeds and records, being legal documents, are frequently examined and studied mainly for their legal implications, for establishing the root of title to property, for tracing inheritances, and generally for checking on legal rights and duties as regulated by written covenants. However, especially as regards the older records, from the beginning of the last century to earlier dates, the Notarial Archives
are a primary source for historical research. All deeds deposited in the Archives are accessible to the public for inspection, provided that the person enquiring about a particular deed can indicate the Notary who published same and the date thereof. Legal or informal photocopies thereof are issued on request; such requests are also made by means of e-mail, thereby improving the services provided by the Archives Section. Fees are charged for such inspections and for any copies requested. During the period under review, a total of 10,328 copies of deeds were issued upon request.

Assistance was given to a number of clients who had problems arising from deeds published by a defaulting Notary whose deeds were deposited in the Archives following an order of the Court of Revision, albeit not being reviewed according to law, and made accessible to the public. The Department checked the deeds which were in loose leaf form, put them in chronological order, bound them and enumerated them. However, there are still several problems pending and these are expected to be settled in Court.

Assistance was also given to a number of clients who had problems arising from deeds published by a Notary whose warrant was permanently withheld by the Court. In this respect and where possible relative notes of enrolment and hypothecation (as well as related forms of payment of taxes to the CIR) were signed by the Acting Chief Notary to Government and enrolled in the Public Registry according to law.

Recent amendments to the Notarial Profession and Notarial Archives Act (Chapter 55 of the Laws of Malta) increased substantially the legal workload of the Department, especially in connection with review of wills published by notaries exercising their profession in Malta and Gozo and a consequent increase in the number of volumes containing both acts inter vivos and public wills deposited at the Archives.

**Upgrading of Archives at St. Christopher Street**

During the period under review the Office with the assistance of the Notarial Archives Resources Council (NARC) continued working on the project of organising and upgrading the Archives at St. Christopher Street, Valletta. A number of distinguished visitors were received at these Archives and were impressed with the wealth of its contents. These include His Excellency the President of Malta Dr. George Abela, the Prime Minister Dr. Joseph Muscat and his wife Mrs. Michelle Muscat, Finance Minister Edward Scicluna, as well as Parliamentary Secretary for Justice Dr. Owen Bonnici and Parliamentary Secretary for Culture and Local Government Dr. Jose Herrera. In addition, a number of researchers, amongst whom foreigners, visited the Archives on a regular basis in connection with their studies related to medieval history.

During the year under review, a number of volunteers offered their services at the Archives and progress was registered to preserve the invaluable collection of the documents contained therein. Organisations such as HSBC, GasanMamo Insurance Ltd., Farsons Foundation and Computime are generous sponsors that contribute and, in conjunction with NARC, strive to save such an important legal depositary from deterioration and neglect. A group of volunteers from HSBC, totalling one hundred and thirty employees, were offered an extra day of leave which was to be dedicated to assist this Office in the digitization process being carried out in these Archives. Moreover, in June 2013 HSBC donated the sum of €100,000 to be utilised in the coming three years for a conservation project of the notarial documents housed in the Archives.

GasanMamo Insurance Ltd. during the year under review embarked on a long-term restoration project aimed at restoring several volumes of deeds in the Notarial Archives and provided funds towards the restoration of the documents, especially the binding of volumes of documents that have deteriorated over the years.
It is also worth mentioning a foreign volunteer who continued to work on the compilation of a database of the *Bastardelli* preserved at the Archives (some of which date back to the sixteenth century and were used by notaries to keep record of deeds being drawn up from the initial stages up to the final publication thereof) which will be of great interest and help to researchers. Works were also carried out in a room in the said Archives to house these *Bastardelli* and shelving was placed and fixed therein.

Work continued in connection with the digitization project with the Hill Monastic Manuscript Library (HMML) of St. John’s University, Minnesota, in the United States, for the digitization of some of the oldest volumes in the Archives. The equipment was provided by HMML. A two-year extension of the agreement with HMML was signed in September 2011 and during the year under review a number of old volumes dating back to the sixteenth century were digitized. HMML pledged the sum of €150 per month for the duration of the extension of its agreement to aid the Archives. The digitization project, in the long run, would be conducive to a better preservation of the notarial volumes and improved services to the notarial profession and the public at large.

One of the most precious volumes housed at the Archives containing the “Kantilena” by Pietro Caxaro, the earliest known written Maltese poem, was restored and repaired by Dr. Theresa Zammit Lupi during the period under review. The said restoration was sponsored by the Akkademia tal-Malti.

The Office, in conjunction with NARC, endeavoured to create awareness on the importance of the Notarial Archives. During the year under review on-site visits were organised for a number of students to the said Archives both in Mikiel Anton Vassalli Street and in St. Christopher Street. On-site lectures to law students relating to the value of notarial sources for the study of legal history were organised in the period under review. This was another opportunity in projecting the Archives as an important centre for research.

In January of the year under review a Risk Assessment was carried out by ARC Studio Ltd. in the said Archives in order to prioritize the works required therein. In November 2013 the Department issued a call for Tender for the Microwave Disinfestation of the volumes and documents housed in the Archives at St. Christopher Street. The Disinfestation project is financed from local budget funds and provides for ecological disinfestations treatment using microwave system against insect infestation and mould, thereby aiming at a better preservation of the collection of priceless documents housed in the said Archives.

It is worth noting that by the end of the year under review a Steering Committee for the rehabilitation of the Notarial Archives was set up. The Steering Committee is a non-executive Consultative Board and was appointed on a voluntary basis. Its main object is to suggest and provide a holistic conservation plan for the rehabilitation of the Notarial Archives situated in St. Christopher Street, Valletta. Its members provide independent, professional and expert advice to the Chief Notary to Government and Keeper of the Notarial Archives. The ultimate aim is that by the year 2018 the Notarial Archives in St. Christopher Street, Valletta, shall be fully rehabilitated and functioning as a centre for historical research and equipped with professional staff; this will mark Valletta’s important role as the European City of Culture.

The Archives branch at St. Christopher Street, by agreement with the staff, are receiving the public almost every day.

**Notarial Section**

The Notarial Section publishes deeds to which the Government, any Corporate Body established by law or any partnership or other body in which the Government of Malta or any such body has a controlling interest or over which they have effective control, is a party.
The Notarial Section liaises directly with various Government Departments to give effect to certain Government policies and activities. During the period under review, the Department also received requests for the publication of deeds relating to courses of study and scholarships granted by the Health Department, Education Department, the Ministry of Foreign Affairs, Economic Policy Department, Police Force and others. In October 2013 this Office published a Guardianship Deed between the Superintendent of Cultural Heritage and Din I-Art Helwa regarding Wied iz-Zurrieq Tower as well as renewal of other nine Guardianship Deeds.

**Notarial Warrant Examination**

A Notarial Warrant examination was held in March 2013. Nine (9) successful candidates obtained their warrant in June 2013.

**List of Notaries**

The Department also prepared the list of deceased Notaries and their keepers, both in Malta and Gozo, as well as the list of practising Notaries, in Malta and Gozo, for publication in the Government Gazette in January 2014.

**Lotteries**

Notaries from the Department supervised the Government VAT receipts lottery held monthly at Saint James Ditch, Floriana.

**Notarial duties in the Notary to Government Department and Notarial Archives in Gozo**

During the year under review the Acting Chief Notary to Government carried out duties in connection with review of wills published by Gozitan notaries in accordance with Articles 94A and 94B of Chapter 55 and other notarial duties in the Notarial Archives in Gozo as requested, in the absence of a Notary to Government in Gozo. He also supervised the relocation of the Notarial Archives in Gozo and the transfer of volumes containing notarial deeds housed therein from Downtown Complex to By the Bastion Road, Victoria, Gozo, in December 2013, as authorized by a Court decree.

**Revenue and Expenditure**

The revenue collected by the office, during the year under review, amounted to Euros 124,960.41 and the expenditure during the same period totalled Euros 311,572.02.

**Office of the Attorney General**

**INTRODUCTION**

During the year 2013, the Attorney General’s Office continued to provide the Government with a wide spectrum of legal services. These included the ownership of numerous criminal prosecutions at the stages of institution, magisterial inquiry, appeal, sentence bargain and trial, civil cases, Constitutional cases, European Court of Human Rights, European Court of Justice cases, representation of Government in matters of international co-operation both in the criminal and in the civil law fields, the issuing of investigation orders and freezing orders in respect of proceeds of crime, representation of Government on European Union and Council of Europe committees, the preparation of submissions to United Nations Committees
relating to human rights, legal drafting, advice on the development of laws, attendance at Committee Stages in the House of Representatives and other legal matters. The Office also regularly provided primary legal advice to Government and numerous “second opinions” to public corporations falling within the direct responsibility of Ministries when those Ministries so request. The essential role of the Office in pointing out problem areas calling for changes in legislation cannot be understated.

With its wide overview of developments in the criminal, in the civil and the human rights areas of law, the office is in fact in a unique position to indicate where legislative intervention is urgent or is likely to be required in the near future. The office is not a policy maker but its duties in the legal and court fields mean that it has a vital contribution to make in indicating those areas where the legal developments might dictate that laws and policies of the administration might need to respond.

Apart from assisting in litigation, the Agency also assists Government Departments and Ministries in filing reports to international organizations on legal matters and in the negotiation and vetting of various types of contracts and legislation. In general, the Agency acts as the main legal advisor to Government both in criminal and in civil matters also in accordance with the Attorney General’s role under Article 91 of the Constitution.

**STAFF**

The legal staff complement at the Office of the Attorney General Agency as it stood at the end of 2013 was as follows:

<table>
<thead>
<tr>
<th>Legal Staff end 2013</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>AG</td>
<td>1</td>
</tr>
<tr>
<td>DAG</td>
<td>1</td>
</tr>
<tr>
<td>Assistant AG</td>
<td>2</td>
</tr>
<tr>
<td>Senior Lawyer</td>
<td>4</td>
</tr>
<tr>
<td>Lawyer (Scale 6)</td>
<td>2</td>
</tr>
<tr>
<td>Lawyers (Scale 7)</td>
<td>14</td>
</tr>
<tr>
<td>Trainee Lawyers</td>
<td>3</td>
</tr>
<tr>
<td>Legal Procurator</td>
<td>4</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>31</strong></td>
</tr>
</tbody>
</table>

The premises where the Agency is housed, being they are historical and bearing an important ‘historical’ link to the Office, are crowded and inadequate. The problem of office space is a recurring problem that should be addressed in the future when the Office of the Attorney General will be relocated to new premises to be built at Archbishop Street, corner with Strait Street, Valletta. However, the application is being processed at a very slow pace and little progress has been registered during the past three years despite the continuous efforts from the Attorney General’s Office. Given these circumstances, the administration continued to ameliorate the working environment and facilities of the current offices at its best.

**ACCOUNTS SECTION**

The total revenue accruing to the Office of the Attorney General during 2013 has been registered as follows:

| Affidavits | € 64.96 |
| Legal Fees | €132,934.14 |
The Accounts Section made great efforts to recover pending legal fees and in fact, substantial amounts of pending legal fees have been recovered. The Office does not charge Government departments and Ministries for its services.

NEW PREMISES

The realisation of the new premises project at Archbishop Street, corner with Strait Street Valletta, remains an imperative goal for the Agency which is essential for it, to be in a position to honour its commitments as outlined in the Government/ Agency Agreement of 31\textsuperscript{st} May 2005.

Regrettfully fresh drawings are continuously being re-submitted as requested by MEPA. It is being envisaged, provided that the relative MEPA permit should be issued without undue delay, so that the tender in respect of the construction works will be issued during the third quarter of 2015.

LIBRARY

The indispensable library facilities essential to support legal officers at the Office in their function of advising and representing Government have continued to be enriched with up to date material on various legal topics and in particular on Community Law and Human Rights Law. The process of equipping the Agency with the indispensable legal literature to ensure that it remains in the best position to advise and guide Government has been accelerated in recent years and the period covered by this report has continued to see the Agency’s library grow with the acquisition of new important, although expensive, legal reference works. An Officer is currently reading a Diploma in Library Studies and her input will help to organise the various collections at the Office.

PROSECUTION SERVICES

The office is also the depository of all procès-verbaux drawn up by Magistrates in Malta and Gozo following a judicial inquiry. The procès-verbaux are vetted by the legal staff for any further investigation that may be necessary. Such processing is directed at ensuring that magisterial inquiries satisfy procedural legal requirements and that any compiled evidence is exhaustive. The Unit also deals with the granting of consent to the Police for summary proceedings, with the issuing of orders by the Attorney General with respect to drug cases, replies to applications for bail and appeals from decisions of the Court of Magistrates to grant bail, and on various issues connected with criminal proceedings and requests for visiting permits to prisoners awaiting trial. During 2013, 1209 procès-verbaux were reviewed.

Appendix 1

<table>
<thead>
<tr>
<th>Proceduri Kriminali</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atti t’Akkuza</td>
<td>28</td>
</tr>
<tr>
<td>Gurijiet</td>
<td></td>
</tr>
<tr>
<td>Dečiţi</td>
<td>24</td>
</tr>
<tr>
<td>Ammissjoni</td>
<td></td>
</tr>
<tr>
<td>Kontro Ordni</td>
<td>17</td>
</tr>
<tr>
<td>‘Gurin’</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>NIL</td>
</tr>
</tbody>
</table>
Lawyers in this Unit also represent Malta in a number of Council Working Groups regarding legal initiatives in the criminal law field.

**CIVIL LAW UNIT**

The Civil, Constitutional and Administrative Law Unit principally assists Government Departments through the tendering of legal advice on various topics. This involves the setting up of meetings, conferencing and legal research.

Lawyers within this Unit plead on behalf of Government before the Small Claims, Inferior, Superior and Appeal Courts and before the Constitutional Court, in court cases of a civil, administrative or constitutional nature. Lawyers within this Unit represent Government both before the Maltese and Gozo Courts. They also plead on behalf of Government in arbitration proceedings at the Malta Arbitration Centre, as well as, before Boards, Tribunals and Committees including the Land Arbitration Board, Employment Commission, Public Procurement Appeals Board, Industrial Tribunal and the Committee for the Deprivation of Maltese Citizenship.

Lawyers, Legal Procurators and clerks in the Unit also pursue the drafting, filing and follow up of numerous judicial acts and legal letters required to collect money falling due to Government and to enforce legal claims.

Another important field of activity of the Unit is the drafting and vetting of legislation. A number of lawyers from the Unit were appointed on domestic committees with the task of analysing existing legislation and to make recommendations for amendments.

This Unit also plays a pivotal role in international co-operation in civil and commercial matters both within the European Union and with third countries. This function includes the service of Maltese legal acts outside Malta and of foreign legal acts in Malta, as well as, the taking of evidence both in Malta and abroad. Lawyers and Legal Procurators from the Unit are designated as contact points in the European Judicial Network. The contact points attend meetings organised by the Network.
Lawyers from this Unit also act as National Liaison Officers for Malta with the Fundamental Rights Agency and also attend meetings organised by this Agency.

In addition, during 2013, Officers played a very important role before the various committees of the United Nations including the Universal Periodic Review of Malta, as well as, Malta’s review relative to the Convention on the Rights of the Child. This Unit is involved in the drafting, preparation and pleading of cases to which Malta is a party before the European Court of Human Rights. Furthermore, the Unit is involved in the tendering of legal advice on European Union legislation, as well as, drafting and pleading of cases to which Malta is a party before the European Court of Justice. In the period under review, there was a substantial number of pre-infringement proceedings (EU pilot) transmitted to Malta by the European Commission. Lawyers in the Unit attended a number of bilateral meetings with the Commission to defend Malta’s position and in fact, it is to be noted that during this period the Commission has not instituted any new proceedings against Malta.

Lawyers pertaining to this Unit represent Malta in a number of Council Working Groups regarding legal initiatives in the civil and administrative law field.

The data regarding the activities of the Civil, Constitutional and Administrative Law Unit for the period commencing 1st January 2013 till the 31st December 2013 is found in Table 1.

**Appendix 2**

A. **Litigation before the Domestic Courts**

<table>
<thead>
<tr>
<th>Superior Courts</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judicial Letters</td>
<td>129</td>
</tr>
<tr>
<td>Letters Rogatory</td>
<td>670</td>
</tr>
<tr>
<td>Applications/Replies</td>
<td>219</td>
</tr>
<tr>
<td>Appeals Applications/Replies</td>
<td>274</td>
</tr>
<tr>
<td>Warrants of Seizure</td>
<td>0</td>
</tr>
<tr>
<td>Garnishee Orders</td>
<td>31</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Judicial Acts Filed (Applications, Replies, Notes u Additional Costs paid)</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Hall of the Civil Court</td>
<td>1959</td>
</tr>
<tr>
<td>Voluntary Jurisdiction/Family Court</td>
<td>506</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inferior Courts</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judicial Letters</td>
<td>1234</td>
</tr>
<tr>
<td>Applications/Replies</td>
<td>51</td>
</tr>
</tbody>
</table>
Warrants of Seizure | 0
Garnishee Orders | 108

<table>
<thead>
<tr>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judicial Acts And additional costs paid</td>
</tr>
</tbody>
</table>

Gozo Court

<table>
<thead>
<tr>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judicial Letters</td>
</tr>
<tr>
<td>Applications/Replies</td>
</tr>
<tr>
<td>Warrants</td>
</tr>
<tr>
<td>Other Judicial Acts</td>
</tr>
</tbody>
</table>

Civil Cases

<table>
<thead>
<tr>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decided</td>
</tr>
<tr>
<td>Pending Cases</td>
</tr>
<tr>
<td>New cases</td>
</tr>
<tr>
<td>Sine Die</td>
</tr>
<tr>
<td>Not yet appointed</td>
</tr>
</tbody>
</table>

A. Taking of Evidence

<table>
<thead>
<tr>
<th>Incoming</th>
<th>Outgoing</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>1</td>
</tr>
</tbody>
</table>

B. Service of Documents

<table>
<thead>
<tr>
<th>Incoming</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hague Convention</td>
</tr>
<tr>
<td>European Union Regulation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outgoing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hague Convention</td>
</tr>
<tr>
<td>European Union Regulation</td>
</tr>
</tbody>
</table>

C. Litigation Before International Courts

<table>
<thead>
<tr>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Court of Justice</td>
</tr>
<tr>
<td>Interventions before the European Court of Justice</td>
</tr>
</tbody>
</table>
INTERNATIONAL CO-OPERATION IN CRIMINAL MATTERS UNIT

During 2013, the Division which falls under the responsibility of the Deputy Attorney General continued to engage itself in the transposition into Maltese law of international instruments on substantive and procedural penal law, as well as, instruments on mutual legal assistance. This was in addition to numerous bills it was called upon to draft throughout the year.

A number of Treaties and Agreements about to be concluded by the Government of Malta with a foreign state or an international organisation were also examined and vetted by the Unit which, in November concluded with success two treaties with the Government of the Kingdom of Morocco.

The Attorney General’s role on the Sanctions Monitoring Board, as well as, on the Joint Committee against Money Laundering was actively pursued by the same unit given that the nature of these entities is trans-national one. Participation in both local and international fora was ongoing throughout 2013; namely, dealing with initiatives of the European Union. The constant co-ordination of work of mutual relevance between the AG’s office on the one hand, and the Ministry of Foreign Affairs, FIAU and the IAID also marked 2013.

Appendix 3

<table>
<thead>
<tr>
<th>Authority to board/Inspect vessels</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malta as Requesting State</td>
<td>0</td>
</tr>
<tr>
<td>Malta as Requested State</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Extradition</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Malta as Requesting State</td>
<td>0</td>
</tr>
<tr>
<td>Malta as Requested State</td>
<td>6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>European Arrest Warrants (and SIS ALERTS)</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malta as Requesting State</td>
<td>2</td>
</tr>
<tr>
<td>Malta as Requested State</td>
<td>18</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Penalties</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malta as Requesting State</td>
<td>0</td>
</tr>
<tr>
<td>Malta as Requested State</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transfer of Sentenced Persons</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malta as Requesting State</td>
<td>18</td>
</tr>
<tr>
<td>Malta as Requested State</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transfer of Proceedings</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malta as Requesting State</td>
<td>0</td>
</tr>
<tr>
<td>Malta as Requested State</td>
<td>0</td>
</tr>
<tr>
<td>Requests for Mutual Legal Assistance</td>
<td>Requesting State</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>------------------</td>
</tr>
</tbody>
</table>

**Requests for Mutual Legal Assistance** (Includes letters rogatory / requests for interviews, search and seizure orders, information of judicial records, service of summons and/or documents, requests for the issue of investigation/attachment and freezing orders.)

<table>
<thead>
<tr>
<th>Money Laundering (Foreign)</th>
<th>Malta as Requested State</th>
<th>103</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Procès Verbaux</th>
<th></th>
<th>1209</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Confiscation order</th>
<th>Malta as Requesting State</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Malta as Requested State</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Freezing Orders</th>
<th>Malta as Requesting State</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Malta as Requested State</td>
<td></td>
</tr>
</tbody>
</table>

**CONCLUSION**

The Office of the Attorney General plays an essential role in the administration, holds valuable institutional memory and also participates as the country’s main constitutional body on matters relating to the administration of justice.

The independence of the office enables it to give objective legal advice both in criminal and in civil matters. It is essential, that the capacity of the Agency to meet its various demands will continue to be developed both by fresh recruitment, by meeting the need for larger premises and by the evolvement of policies that aim at retaining staff who have gained experience in the particular work of the Agency enable the recruitment of more legal personnel and the expansion of facilities in support of the staff and the tasks of the office. Such developments should translate into a better legal service for Government both in the short and in the long term. With regard to the premises project, the aim that the Agency will be able to move to new premises within the target time-frame of 2015.

**Department of Information**

115
Media Relations

During 2013, a total of 2,900 Press Releases were issued on behalf of the various branches of the Government, in addition to a further 150 Press Notices. It should be noted that the Department of Information is receiving less notices for publication, as most are being published in the Government Gazette. All of these were uploaded on the same day onto the Department’s website.

A total of 665 Press Cards were issued to local and foreign media.

During the year, the Department coordinated coverage by local media representatives assigned on overseas visits by the Maltese authorities on no less than 21 occasions, including several visits to the European Council, the Prime Minister’s attendance at the Annual Meeting of the New Champions in China, the UNGA in the United States of America and the CHOGM in Sri Lanka. This coordination included coverage by a DOI photographer and/or videographer and distribution of photos and/or video footage to all local TV stations.

During 2013, the Department offered its assistance to numerous foreign journalists, photographers, and TV crews, who came over to Malta to cover the issue of illegal immigration. The majority of these came from European newspapers, news agencies and TV stations. There were also a few foreign journalists who visited Malta to cover the General Elections in March 2013.

The Department was also involved in local and foreign media coordination and logistics during the state visits and official visits to Malta, including the visit to Malta by the Italian Prime Minister.

Several EU Commissioners also visited Malta throughout the year.

The Department was responsible for the set up and management the Media Centre at the Naxxar Counting Complex for the 2013 General Elections and Local Council Elections. The Centre operated on a 24-hour basis from site and was furnished with broadband LAN and WiFi facilities.

Photography

The Photography Section covered 2731 events through its complement of official photographers and external, contracted photographers. The section also provided additional stock photography as required by various departments and ministries such as identity photos of various departments, progress of works of various government projects and images, which are regularly used for government publications. During 2013, the photographic section covered local and overseas official visits by Maltese and foreign dignitaries on over 20 occasions.

DOI photos were often published on the pages of national newspapers, online news portals and other independent online media.

Photo Library

The Photo Library has, as in previous years, provided services to ministries, government departments and the general public. Scanning of negatives found in the archives is also ongoing, mainly according to specific requests and in connection with anniversaries of particular events.
VIDEO PRODUCTION AND ARCHIVING

During 2013, the Department of Information invested in a system whereby the evening news bulletin of three television stations: TVM, Net and One, are recorded daily. These recordings, on DVD, are sent to the Prime Minister’s Secretariat. Digital editing equipment was also purchased.

PUBLICATIONS

During 2013, 178 editions of the Government Gazette were published, as well as 20 Acts, 25 Bills, 454 Legal Notices and three Bye-Laws.

The Unit was also responsible for the publication of the official programmes and other printed material in connection with the official visit by foreign dignitaries, the publication of one Investiture (Ġieh ir-Repubblika) programme, a brochure for the MCCF Fine Arts Auction held in December 2013, and various items of the OPM.

ONLINE MEDIA

The gov.mt portal was updated daily with press releases, press photos, the Government Gazette as issued by the Department, and other governmental information. A new service was introduced whereby photos related to a particular press release are being linked to the press release page. Banners were designed and changed on a regular basis.

As an active member of the Your Europe Board, Malta, represented by the Department of Information, continued working in providing the necessary national information to be published on this Portal. Factsheets relating to Malta were compiled and added to the Citizens and Business Section of the Your Europe Portal.

The Communications Unit kept the DOI Facebook profile and Twitter account updated with information of public interest. A Twitter account for the Government Gazette also provided the public with references to items of interest published in the Government Gazette.

During the General Elections a Flickr account was created and now includes photo galleries of historical events. Similarly, the Department’s Youtube account was updated with videoclips relating to General Elections, messages by the Prime Minister and the Budget Speech.

CUSTOMER CARE

During 2013, the Customer Care Section within the Unit answered a total of 5059 queries received by e-mail and also assisted people who visited the Department personally, with queries about the various services offered by the public administration.

MEDIA MONITORING AND ARCHIVING

During 2013, the Media Monitoring Unit began providing a daily report covering the three main news bulletins broadcast the day before by PBS News, Net News and One News. This report now complements the daily Newspaper report whereby public officers receive a daily report of the content of articles appearing in local newspapers concerning public administration issues.

During 2013, the Archiving Unit continued to update its library records and publications, which have been catalogued, and a basic database was created for easy reference.
Archiving Unit also provided assistance to public officers from various government departments who wished to consult documents which were not in their possession.

**THE PRESS REGISTRY**

The Department of Information houses the Press Registry where the register of newspapers, radio and television stations is kept and updated in terms of the Press Act. In 2013, new registrations with the Press Registry numbered 20 and certificates requesting confirmation of editorships to be deposited as evidence in libel cases brought before the Courts of Law, totalled 29. The Department of Information issued 39 press replies.

**PARTICIPATION IN INTERNATIONAL FORUMS**

The Department participated in the 10th meeting of the European Forum of Official Gazettes (OPOCE) in Zagreb, Croatia. A presentation was delivered about the 9th OPOCE meeting which was held in Gozo. In addition, the Department also participated in the Working Groups organised by the same forum.

The Department also continued to participate in Club of Venice plenary meetings and seminars.

The Department participated in EuroPCom, a series of lectures, debates and workshops which focused on the major challenges in EU communication and public communication with special reference to the 2014 EP elections. An information and workshop session was held in October with the DOI staff involved in communications in order to discuss these issues further in a local context.

**OTHER INITIATIVES**

The Department was yet again responsible for the Government’s Pavilion at the Malta International Trade Fair. ‘Open Government’ was the main theme of the pavilion. An Art Competition, open to Children, Youths and Adults was launched during the Trade Fair.

The Communications Unit hosted one Hungarian Intern for a period of four months, during which the intern followed the procedures involved in the dissemination of information to the media, assisted in compilation of statistical data and attended ministerial events.

The Department also piloted a Work Placement Programme in conjunction with the Faculty of Media and Knowledge Sciences. Eleven work placements were offered to University Students who received university credit upon successful completion of the programme.

**Information Management Unit**

**INTRODUCTION**

The Information Management Unit (IMU) is the primary ICT business driver at the Office of the Prime Minister (OPM), responsible for the development and management of the Ministry’s ICT. The function is headed by the Chief Information Officer, whose role is to ensure alignment of information and IT with business objectives and priorities as well as the integration of ICT with the overall mission and vision embedded in the National ICT Strategy for Government. Subsequently, the aim of attaining this goal is to endorse a mechanism of best practice to enable the achievement of governance requirements and to induce
compliance in the management of ICT processes. All governance initiatives are backed by international standards and frameworks including CObIT, ITIL, ISM3, ISO and PRINCE2.

IMU is split into two functions, namely, Core and Support Services. Both functions adhere to a consistent management approach to establish a degree of accountability and responsibilities and to manage continuous improvement in the processes through assessing, planning and executing progress. The fiduciary element strengthens oversight on ICT Services provided to deliver on time without allowing a possible trace of delivering ineffectively. The scope of adopting the aforementioned is to exercise value management principles and practices which enable optimal value realisation.

In order to ensure that IT initiatives lead to the realisation of tangible, specific and value added benefits in terms of governance and the management and maintenance of services, IMU took the initiative of slowly addressing the need to communicate awareness on information management and security. In so doing, the formulation and design of a Standard Operating Procedure (SOP) manual embarked upon in the past year, does not only streamline procedures and establish the use of metrics but also maintain a high level of control in areas that require priority and attention. This addresses the need to implement a consistent approach in the provision of services and to ensure an integrated and aligned methodology of Governance streamlined with GMICT policies and Government regulation.

**Main Activities Carried out During 2013**

Core functions carried out by the IMU include the drawing up of the Ministry ICT Plans including financial budgeting, with the assistance of at that time the Operations Directorate, procurement of hardware and other services, management of ICT project design, the management of hardware inventories, provision of information services, liaising with the Malta Information Technology Agency, management of data centre facilities and providing ongoing support in ICT matters. In more detail what follows is a list of major projects carried out this year.

**Data Centre Redesign Project**

Following the delivery of six new rack mountable servers, the installation process commenced. The Data Centre Redesign Project included measures to reduce power consumption, air conditioning, data centre space which are associated with server domain growth.

**Installation / Configuration of new Local Area Network (LAN) extensions**

New LAN Extension at the Parliamentary Secretary for Justice Offices.

Following discussion spearheaded by the Finance and Administration Directorate regarding the possible installation of a new CCTV system at Auberge de Castille, a reorganisation of the VLANs at Castille was requested. Eventually, this exercise shall ease the new CCTV system implementation process.

**Government Property Department (GPD) LAN Overview** – Following an onsite visit at the GPD offices it transpired that the LAN infrastructure required a complete overhaul. It has been agreed that as a preliminary task the network switches should be upgraded. This office provided GPD with the required network switches. Funds are to be allocated for the complete LAN overhaul.
Relocation of the Management Efficiency Unit (MEU) Offices - MEU moved from B'Bajda to new offices in Qormi. Consultation services were provided at very early stages during the laying and termination of a new LAN within the new premises. MEU was fully supported during the provisioning and setup of the networking active equipment and remote shelf for telephony. A new 50MB cable connection for Magnet connectivity was also installed.

**Installation/Configuration of Wi-Fi Services**

The Information Management Unit provided assistance for the provisioning of a Wi-Fi service at various Departments within the OPM's portfolio.

**Installation/Configuration of Wi-Fi Services**

LAN Infrastructural Works re Public Administration Human Resources Office (PAHRO) move – 3 Castille Place Valletta – The IMU was involved in extending the current Local Area Network (both data and voice) and to remove the old COAX cabling which was still laid throughout the offices. The task was awarded to third party supplier through an RFQ process.

**Tender OPM/CDRT/02/2013 for the Supply, Installation, Commissioning and Support of Videoconferencing and Teleconferencing System at the Centre for Development, Research and Training (CDRT)**

CDRT are expanding their remit as a University of Malta (UOM) extension and a third party internet connection and a new network together with 4 research computers were provided to support the VCON infrastructure.

**VIP User Support**

Supporting VIP users with IT related issues. Monitoring and support in VIP sites at Villa Francia and Girgenti Palace.

**188 Budget Call Centre**

As done in previous years, the 188 Budget call centre was setup at Castille. This entailed the temporary lease of desktops and setting up of telephony and TV facilities.

**Press Events Calendar**

Press Events Calendar Setup for Secretariat’s Communication Officers - Setting up of a shared MS Outlook calendar across all Communication Coordinators within secretariats to request press events footages to DOI. Training and documentation on using this tool effectively has been provided.

**Web Management and Training to Focal Points**

The IMU managed and provided training to ICT contact points on OPM Central’s Content Management System (CMS) platform which hosts a number of OPM websites including:
Procurement of Multifunction copiers and other equipment

The IMU provided technical advice to various sections during the procurement/leasing of Multifunction Copiers/Printers and other IT related equipment. This includes a network-attached storage NAS for Prime Minister Secretariat Communication Office and initial consultation regarding Interactive White Board for the Principal Permanent Secretary (PPS) Office.

Board of Survey 2013

A board of survey was set up in September 2013 to write off any IT Equipment judged as beyond economical repair within all OPM departments. Following a diagnostic review of the hardware and data wiping of hard drives, a temporary licence from Wasteserv was obtained so that faulty hardware could be disposed of accordingly. A final report with recommendations was forwarded to the Finance and Administration Department before the end of year and hardware will be exposed of in the first quarter of 2014.

Preparation of the Ministry OPEX/CAPEX submission

The Unit requested OPM departments, directorates and entities to provide the IT requirements for 2014. After collating the data and evaluating the progress of projects and other commitments set for 2013, the 2014 Operational (OPEX) and Capital Expenditure (CAPEX) submission was forwarded to MITA’s Budget Office. This submission was followed by several clarification meetings with MITA. The budget provided for 2014 has been allocated (on a prorate basis) to a prioritised list of projects.

SharePoint Collaboration Platform

The IMU is committed to implement a SharePoint Collaboration Platform to assist the respective departments with document management and to ultimately serve as the Public Service Wide Intranet. The system is based on Microsoft SharePoint Technology. The web application will serve as the main entry hub for all Government employees and as a central communication tool.

MITA Project Team has been appointed and currently analysing the processes with the assistance of the designated sub-contractor (a Microsoft Gold Partner).

Office of the Prime Minister Website

A distinctive branding was applied to the Prime Minister’s website through the existing SharePoint Platform hosted at MITA. Training to content management users (web focal points) was also provided by the IMU.

Whistleblower Website

In September 2013, the Maltese government has implemented the Protection of the Whistleblower Act, 2013. As part of the ongoing campaign, a website was developed in liaison with the Parliamentary Secretariat for Justice. The website includes various art work related to the promotional campaign – www.whistleblower.gov.mt.
Justice Related Websites

Migration of all Justice related websites to the OPM SharePoint platform. An automatic migration was ruled out and after requirements analysis and discussions were held with the various stakeholders involved, it was agreed that the website and related subsites were to be recreated manually. The websites in question are: www.justice.gov.mt, www.ntg.gov.mt, www.krhg.gov.mt and www.mac.org.mt. Training to content management users (focal points) was also provided by the IMU.

Access Control Management

Administering and maintaining users on the Auberge de Castille’s Access Control system in liaison with the Finance and Administration Directorate. Issuing access control cards and managing Time and Attendance reports on an ongoing basis.

Windows 8 migration

This task included the migration of workstations to Windows 8 and also compliance testing of existing applications.

Other Ongoing Operational Tasks

- Electronic request for service (ERFS): vetting, approving or rejecting the Ministry electronic requests for service through the MITA ERFS portal by various loggers around the Ministry relating to user account management;
- Exemptions Management System (EMS): vetting, approving or rejecting exemptions relating to services provided by MITA which require an enhancement or a modification not covered by the standard;
- Service Management: monitoring of services being delivered to various Government Department in line with APO 09 – Managing Service Agreements, COBIT 5.0 and ITIL Service Support practices. Services currently active are identified through calls triggered by users including the progress of implementation and management of service requests and incidents as inscribed in DSS 02 by managing IT-related services for use and to monitor the resolution of incidents at agreed-on service levels;
- OA Servers’ Cleanup: The consolidated environment provides a shared working space for the Ministry. Cleanup exercises of the shared drives are completed regularly to make sure that no irrelevant data is kept on these shares and also reduce operational costs. Regular cleanups are also completed on the other OA servers hosted at the Castille Data Centre;
- VIP User Support: supporting VIPs with IT related issues;
- Scheduling Data Centre Downtime: Scheduling Data Centre shutdown and supporting MITA and 3rd party suppliers when maintenance at the data centre is required;
- Network Support: supporting MITA during network downtime which occurred mainly due to faulty active equipment damaged infrastructure or wrongly configured networking hardware. In another exercise, all network hubs were removed and replaced with network switches;
- Procurement of Multifunction copiers: Provided technical assistance to various sections during the procurement/leasing of Multifunction Printer/Copiers;
- MITA Change management approvals: Approving MITA’s change requests after informing all stakeholders.