



**SERVICES**

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# **ANNUAL REPORT 1997 1998 1999**

**INFORMATION TECHNOLOGY AND COMPUTING SERVICES**  
Ministry of Finance

**MANAGER ITC SERVICES**

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# 1. EXECUTIVE SUMMARY

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## 1.1 SUMMARY OF ACTIVITIES

- 1.1.1 The whole of 1999 was an exciting year with the approach of the new millennium. The year was spent working on rectifying the Year 2000 Problem. The election of a new government in the same year brought drastic changes that most of the activities on the Y2K project had to be suspended or terminated while the Prime Minister and the Minister for National Planning requested multiple audit queries on the project. Nevertheless, the year was a success even with the many challenges from the new government, shortages of resources and staff losses.
- 1.1.2 The first half of 1998 was spent preparing for the Y2K rectification work in terms of hiring consultants, gathering information and data on equipment and computer systems, preparing purchases and plans, and educating the users. The second half was spent on the actual rectifications work which carried over into 1999.
- 1.1.3 1997 was mostly spent on implementing the Job Evaluation work that was conducted in 1993. A new classification for the Information Technology professionals, away from the common cadre post of AD, was recommended by the Job Evaluation Exercise and was finally implemented from the third quarter of 1997. Many other professional groups classifications were also implemented at this stage as the implementation of the Job Evaluation Exercise finally got under way after over three years of negotiation.
- 1.1.4 After four years of implementation, the Accrual Accounting system that the government bought from a New Zealand company called Avanti, finally had to be written off in 1999 and a settlement had to be negotiated with the supplier for the early termination of the contract by government.

- 1.1.5 During these three years ITC Services continued to support and maintain major computer applications that were critical to the running of government. These included the Inland Revenue system for the collection of taxes, Customs and Excise for collection of duty, Immigration for visitor's records, six Payrolls for paying government workers including the FMF and Special Constables, Government General Ledger Accounts and Examination Results for the five Examinations that the Ministry for Education conducts every year. Electoral system successfully printed Electoral rolls and the election resulted in a new government by the Labour Party and the appointment of Mr Mahendra Chaudhry as the new and first Indian Prime Minister of Fiji.
- 1.1.6 At the end of 1999, two new applications were completely re-developed. These were the new Tax Information System that went live in December 1999, in time for the century date change in the year 2000. The other was the Value Added Tax which unfortunately was stopped by the new government from being implemented live in September as scheduled. The new government asked USP to make the old system Y2K compliant, much to the detriment of the efficiency of the tax collection. The new Customs system continued to be implemented under Australian aid. ITC continued to support this development as best as it could even though ITC strongly recommended that the new Customs system by Unctad was not in the best interest of the Fiji government. The technology was a backward step from where the Fiji government IT development was. Unfortunately, political blackmail by the donor government won the argument.
- 1.1.7 A total of 28 staff left the department between 1997 and 1999 for the private sector but mostly for overseas countries. This represented over 50% of the staff establishment of 53. Despite our best efforts at recruitment, skilled resources continued to be a major problem for the Department.
- 1.1.8 The Assistance and Aids for our training and in particular, the support from JICA, for their sponsorship of 12 members of our staff in their various training during this period, is gratefully acknowledged. Other National Government and Regional Organizations, Ministry of Finance, PSC and other ministries and departments are also gratefully acknowledged for their support.
- 1.1.9 The members of the staff, our greatest assets, in whom the success of our work must be attributed are greatly acknowledged for their dedication in this last three years.



## **2. VISION AND MISSION STATEMENTS**

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### **2.1. CORPORATE PLAN.**

The Corporate Plan first developed in 1995 was refined and used as a work plan for the three years 1997, 1998 and 1999.

Included as part of the plan were the Visions and Missions of the department. Our Visions and Missions did not change for the three years.

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### **2.2. VISION STATEMENT.**

**Service Excellence by Government through the use of Information Technology by 2001**

A simple challenge for the department, by setting itself a target for the year **2001**, by which it will have built up the Information Technology infrastructure and capability for the Government to produce the most excellent service to its customers - the general public.

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### **2.3. MISSION STATEMENT**

**TO PROMOTE, FACILITATE AND DELIVER HIGH QUALITY INFORMATION TECHNOLOGY SERVICES TO MINISTRIES AND DEPARTMENTS ON A COMMERCIAL NON-EXCLUSIVE AND COST EFFECTIVE BASIS TO SUPPORT GOVERNMENT'S STRATEGIC AND OPERATIONAL NEEDS.**

Our Mission Statement to be accomplished in order to realise our dreams or Vision.

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## 2.4. GENERAL BACKGROUND

- 2.4.1. The Government Centre for Information Technology and Computing (ITC) Services was established in August 1966, to cater for the Government's data processing needs. This role has expanded dramatically over the years to accommodate the new vision and mission statements that could be achieved with the development and use of new Information and Communication Technologies (ICT).
- 2.4.2. **The ITC Services provides the Government with an Information Technology (IT) Advisory and Bureau services. These services include Policy development, IT Infrastructure, Management and Expert advice, Application Development, Training and a Support Centre. Delivery of these services is through mini computers and client/server systems across a wide area of network.**
- 2.4.3. Over the years, ITC has upgraded and changed it's equipment to keep abreast with the latest development in technology in the world market. By the end of 1999, it maintained a cluster of VAXES which comprised of eight Central Processing Units (CPU), three workstations and a network of terminals and printers around the country in Suva, Labasa, Lautoka, Nadi, Nausori, Levuka, Rakiraki and Savusavu.
- 2.4.4. Increasing awareness in the use of computers throughout the Government provided the challenge for ITC to keep abreast of the latest development in this field so that Ministries and Departments can use the most up-to-date technology for running their businesses. By the end of 1999, most government departments and Ministries were connected into the Internet services provided through ITC and using E-mail, file transfer and world-wide-web browsing facilities.
- 2.4.5. Even with the difficulties throughout these years, 1997, 1998 and 1999 were very challenging for most of the staff who remained in the Department, with much achieved only through hard work and sacrifices. The new government that came into power in 1999 brought in a new dimension of management and an extra challenge that had to be overcome.



## **3. SERVICES AND ACTIVITIES**

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### **3.1. SOFTWARE APPLICATIONS DEVELOPMENT AND IMPLEMENTATION**

#### **3.1.1. SOFTWARE DEVELOPMENT SUMMARY**

Throughout the three years covered in this report, ITC continued software development using the Oracle programming methods, running on VMS computers.

In 1998, it started to build up its skills in SQL servers and Visual Basic (VB) running on Microsoft NT platforms as an alternative for application development. By the end of 1999, ITC was supporting six different technologies for developing computer applications, making it more and more difficult to keep the skills at a reasonable level, particularly with the staff shortages throughout the three years. Part of the difficulties was brought about by the new government's insistence to dictate its own terms on how the technology should be developed rather than take advice from government's technical experts. This contention only served to demoralise the staff and alienated the relationship between the department and the Ministers concerned. The end result was one of confusion.

### **3.1.2. ACCRUAL ACCOUNTING BY AVANTI (Ministry of Finance)**

After four years of trial without success, the government finally decided to terminate its contract with Avanti and write off the Accrual Accounting software that was being implemented.

In 1995, ITC had tried very hard to influence the government not to select the New Zealand company Avanti, as the supplier of the Accrual Accounting software and gave critical reasons to explain why both the software and supplier were not suitable.

It was estimated that the total cost of the Avanti project was about \$9 million, which could have been saved and utilised for a better software that would have adequately run the Accrual Accounting successfully.

### **3.1.3. TAX INFORMATION SYSTEM (Inland Revenue Department)**

After years of struggling with the development of this new application, ITC finally decided to seek the private sector participation on 7.8.1997 in order to speed up the development process and complete the implementation.

A tender document was prepared and a request for tender was made to the major suppliers and the contract was subsequently given to Datec in April 1998, who undertook to complete the project and also make the system Year 2000 compliant.

The project was completed at the end of December 1999.

### **3.1.4. BIRTH DEATH AND MARRIAGE (BDM) SYSTEM (Office of The Registrar General)**

Development of this application continued throughout these three years. In 1997 both Lautoka and Labasa were connected up for the direct printing of Birth Certificates at those sites. The capability to print Birth Certificates within three minutes of applying was extended to the three major divisions. A major change in the delivery of service from the Registrar General's office that reflected a win/win situation for both the department and the general public they serve.

Work on the other two modules of Marriage and Death continued in 1997 and part of 1998, when it had to be suspended while the major work of making the application Year 2000 compliant was done until the end of 1999. This project was expected to be completed in the year 2000.

### **3.1.5. EXAMINATION RESULTS PROCESSING (Ministry of Education)**

This application was modified in 1998 as requested by the Ministry of Education to adopt an assessment methodology that was being used by the South Pacific Education Assessment Board (SPEAB). This new change was to be applied on the 1999 examination results processed at the end of 1999.

This application was also modified in 1998 and 1999 to be Year 2000 compliant.

### **3.1.6. ELECTORAL ROLL (Elections Office)**

This application successfully produced the Electoral rolls that resulted in the election of a new government in 1999.

### **3.1.7. CUSTOMS APPLICATION (Customs Department)**

The Institutional Strengthening work at Customs continued throughout 1997 to 1999. This exercise included the setting up of a new Customs Computer system using a software supplied by a company called Unctad. ITC did not recommend this new software as it used old technology that was not going to be supported by the Year 2000. The technology was DOS (Disk Operating System) based and was not in line with the development of Information Technology that was being done in government that were Windows based.

The introduced system also made it difficult to collate all the customs data in a seamless process by disconnecting the network that connected all the sites together and creating single databases in the different divisions where customs offices were located. It was a step backwards in the IT development for the Fiji government. While the whole world was moving towards interconnectivity through networks, this newly introduced system that had been forced onto the Fiji government ensured a move in the opposite direction. In the overall development of the government's computerisation programme, this was very detrimental.

The outdated technology and all its weaknesses, together with the Institutional Strengthening team were funded under AusAid and the Fiji government relented into accepting them or face the consequences of having the Australian Aid withdrawn.

The Fiji government would do well not to accept this type of aid under duress as it stands to lose more than aid in its overall development. Only time will tell how much loss will be sustained as a result of this forced acceptance of an inferior product from a "friendly" and big brother neighbour.

### **3.1.8 PAYROLL SYSTEM (Government Wide)**

Major changes were made to the payroll system to fully implement the Job Evaluation Exercise. At the same time, a three per cent (3%) increment was paid in 1998. The payroll system continued to be abused with the many different deductions it processes to pay different accounts. The latest being the political deductions for the politicians who subscribe to different parties. Any new changes requested to the payroll system has become increasingly difficult and it was high time a new payroll system was investigated.

The payroll was also changed to be Year 2000 compliant.

### **3.1.9. INTERNET SERVICES (Government Wide)**

Internet services continued to grow, both in its connections to various Ministries and Departments and also in its use as a means of facilitating the flow of information.

By the end of 1999, there were over 1,000 subscribers to this service from the different departments, while the request for the service continued to flow in from those who were not yet connected. This service was only available in Suva while the Northern and Western officers were deprived of this service due to unavailability of funding and the high cost of telecommunications.

This service is expected to change many government services in future as more application developments make use of the Internet capabilities to facilitate the availability of government services to the public through the use of Technology.

### **3.1.10. FINANCIAL MANAGEMENT INFORMATION SYSTEM (Govt Wide)**

Towards the end of 1997, the Fiji government decided to introduce a new Financial Management Information System (FMIS). Coopers and Lybran (C&L later PWC – Price Waterhouse Coopers) was the consultant chosen to help choose and implement the new FMIS. FMIS was to be a totally integrated system that included payroll and was to replace Avanti's Accrual Accounting system that had a limited functionality apart from the out-dated technology.

When the new Government came into power it suspended all works on the FMIS and by the end of 1999, it was still suspended and under audit investigation by the Office of the Auditor General. By this time the government had already committed itself into buying SAP software for over \$3 million. The future of FMIS and SAP were still unknown by the end of 1999, although SAP had already been purchased.

### **3.1.11. OTHER APPLICATIONS THAT WERE SUPPORTED THROUGH THIS PERIOD**

Throughout 1997 to 1999, many applications continued to be supported by ITC and most of them had to be modified to make them Year 2000 compliant.

#### Computer Associates General Ledger for Government Accounts

A new version of this software was bought in 1998 as a precaution in case the FMIS did not meet the Year 200 target date for implementation. This saved the day for the Fiji government, particularly when FMIS had to be suspended in 1999 by the new government.

### Government Supplies Stores System

Supplies Stores system was made Year 2000 compliant and continued to provide Supplies department with the computer system to facilitate the procurement and sale of goods and management of stock in the government stores.

### Vehicle Licenses for Road Transport

This system continued to be supported to provide services to the Department of Road Transport (DORT), even though it was undergoing major Legislation changes supplemented with the new computerised system that was being provided by VicRoads of Melbourne Australia. This support continued until the Year 2000, even though the software was not Year 2000 compliant and ITC had not made any changes in anticipation of the new system from VicRoads that was to be live from 1999.

### Immigration System for Immigration Department

Immigration together with the Supplies system continued to be supported by Compaq who were also responsible for making both systems Year 2000 compliant. During 1999, the Immigration office relocated into Suvavou House and improved their accessibility into their computer application when they got connected into the fibre optic running directly from ITC through Rewa House into Suvavou House.

### Crown Lease for Lands Department

ITC continued to support this system throughout these years as the planned transfer into the FLIS system at Lands never eventuated. Changes were made to make this system Year 2000 compliant by the end of 1999.

### Visitors/Trade and Other Statistics

ITC continued to provide technical support to the Bureau of Statistics (BOS) throughout the three years, particularly for their Visitors Statistics from the Immigration system and also Trade Statistics from the Customs database. By the end of 1999, Trade Statistics was no longer supported as ITC was no longer processing Customs. Other small applications such as the employment survey and others also continued to be supported while they set up their own system to do their own IT work in future.

### VAT – Value Added Tax

In 1998 the VAT was assessed to have the most problem with the Year 2000 problem. After careful analysis of the alternatives, it was decided to develop a completely new system that would solve the Year 2000 problem and also provide new functionality that

were deficient in the old system. The new system would also be developed using better technology that would facilitate the work at both the VAT office and ITC. The new development was unfortunately never implemented as it suffered the same fate as the FMIS under the new government.

The old system was modified by USP on the instruction of the Prime Minister and continued to provide the inefficient facilities that the VAT office had been suffering from since it was implemented in 1992.

The total success of the changes would only be noticed when the system is run beyond 1999.

#### Water Rates Billing for PWD

This system continued to provide problem with its billing throughout 1997 to 1999, when PWD again decided to buy another version from the same supplier in 1999, to cater for the Year 2000 problem and also solve most of the problem it had been suffering from.

The shortage of time as the major constraint to resolve the Year 2000 problem on time made it difficult for ITC to make any other recommendation but to reluctantly agree to help them out with the unsatisfactory solution from the same supplier.



## 4. STAFF

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### 4.1. MOVEMENT OF STAFF

- 4.1.1. Between 1997 and 1999 a total of twenty eight (28) staff resigned from the department while a total of twenty eight (28) new recruits, mostly new graduates from the University of the South Pacific were recruited as replacements. With a staff establishment of fifty-three (53), the staff turnover for the three years was over fifty percent (50%). Skilled human resources continued to be a major problem for the whole of 1997 to 1999. The loss of staff at the senior level with many years of experiences and our inability to attract applications with relevant experiences from outside to replace them, continued to force the department into filling vacancies at the lower level with no experience to make up our human resource numbers. This ultimately led to our inability to fill senior level posts as staff continued to resign at the lower level before they could fill the higher level vacancies.
- 4.1.2. In 1997, ITC lost one Assistant Manager and three Senior Analyst Programmers through resignation. In 1998, the department again lost the newly promoted Assistant Manager and two Senior Analysts leaving ITC without any Senior Analyst for the rest of the year and 1999. The department lost the newly promoted Assistant Manager into private sector. As a result of our inability to fill the Senior Analyst positions, despite our many advertisements, PSC withdrew 4 posts at that level in 1997.

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### 4.2 RECLASSIFICATION FROM A.D. TO I.T.

- 4.2.1. Throughout 1997 to 1999, the Job Evaluation implementation was carried out to completion. This made a great improvement to the salaries of the IT cadre, but it unfortunately did not deter the brain drain from the department. Most of those who resigned were those who wanted to migrate overseas. The Job Evaluation not only gave recognition to the IT profession through their separate classification,

but it also gave them the much needed salary that was compatible with those paid outside. This change also attracted other departments and Ministries to take advantage of the new classification to reward their staff in the IT classification.

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## **4.3. USE OF CONSULTANTS**

- 4.3.1 To help the department with the Year 2000 project, three different consultants were engaged during this period as the department was short of both staff and specialised skills to be confident of resolving the Y2K problem on time. Two areas for concern were in the overall project management and in the resolving of the embedded systems, particularly in the specialised electronic equipment area, such as the medical equipment.
- 4.3.2 The new government, in its efforts to find faults with the work done on the Y2K project, appointed its own set of consultants (without tender) to do a technical evaluation of the work already done by the consultants hired through the normal process of tendering for this project. These new groups of consultants included one from India whose role was not clear, but who was given the authority from the Prime Minister himself, to have total access not only into the ITC building, but also into every high security computers systems that the government owned. It was very clear from this directive that the Prime Minister did not even trust his own Senior civil servants who have been working in the department and Finance for years, that an unknown Indian national had to be given the overall authority of ITC during the Y2K crucial period. This only served to demoralize staff in the department.

**The movement of the staff throughout the three years are shown in Appendices C, D & E.**



# 5. THE YEAR 2000 PROJECT

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## 5.1 THE YEAR 2000 PROBLEM

- 5.1.1. The Year 2000 problem was known by many names including Y2K, Millennium Bug, CDC (Century Date Change) and was the cause of much concern and anxiety throughout the world. Fiji being on the International Date Line was the first country to reach the Year 2000 and would have been first to be hit by the effect of the Y2K if it did not resolve the problem on time.
- 5.1.2 The problem was caused mostly by the way many of the earlier versions of computers were designed and the way computer programs were written, where the dates were coded in a shortened version. Mostly the dates were coded in the format dd/mm/yy and the consequences would be that the year '00' would be recognised by the computer as the year 1900 instead of the correct year of 2000.
- 5.1.3 The storage and use of dates in computers were very extensive. Many calculations were based on dates. Many records used dates for validation, e.g. date of birth, date of marriage, date by which the loan was to be repaid, date of employment. In reverting the date to the year 1900, many calculations that were date dependent would have been wrong.
- 5.1.4 The proliferation in the use of the computer chip into many everyday items such as time clocks, Video Camera Recorders, Cash Registers and medical equipment, extended the problem into many other business areas apart from computers.
- 10.1.1 In the end, the problem was no longer viewed as a computer problem but a business problem that was computer related as it was poised to affect the very survival of the businesses. The problem was split into two distinct areas. The area relating to computers and computer programs, and the area that related to the embedded chips in other equipment. In the Fiji government, both areas were affected and had to be resolved.

- 5.1.6 At the National level, it was viewed as an economic problem if it affected many businesses. It became a National problem in which the government took a very serious role to try and resolve the problem. This was the common approach all over the world.
- 5.1.7 For the developed and industrialised nations, the problem was more serious in comparison to those countries that were less developed and less dependent on technology for their everyday living. The problem was viewed as a threat to personal safety in some areas.

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## 5.2. STRATEGY FOR ACTION

Government took the following strategy for implementing the Year 2000 compliance programme. It was the strategy that has been approved world-wide to be very good and had been adopted by many organizations.

### 5.2.1. AWARENESS

To create awareness in government, ITC together with the consultant carried out Presentation on this problem to all Permanent Secretaries and Heads of Department while at the same time, Y2K Project Managers from each ministry and department were given specific training on how to carry out departmental activities that would help towards resolving the problem for their organisations.

Presentations were also given to outside organisations that requested for them for their meetings.

In conjunction with the Fiji Computer Society, ITC participated in a National Conference to bring more awareness of this problem to the public. With overseas speakers and delegates, the conference was a big success.

Apart from presentations, there were also awareness programmes through the newspaper, television and other media.

### 5.2.2. IMPACT ANALYSIS/ASSESSMENT

This involved most of the ministry/department's managers who carried their own inventory while ITC staff made technical assessments of the computers and their software. (ITC had to recruit Diploma graduates from the Fiji Institutes of Technology on special contracts to help the department with this work).

Inventory and assessment for the embedded systems were carried out by an outside firm from Australia, Y2K Integration, who gained their experiences

through their contract with the New South Wales department of Health in Sydney to do the same thing.

### **5.2.3. RENOVATE/DECOMMISSION/REPLACE/IGNORE + TEST/VALIDATE + IMPLEMENTATION**

Most of these activities were carried out at the same time as ITC was working on different computer applications throughout this period.

The latest versions of Personal computer software and operating systems were downloaded through the Internet and these were installed into government PCs that needed the upgrade to make them compliant.

All the major applications at ITC such as the Tax Information system, Payroll and Birth Death and Marriage systems were renovated, tested and implemented by ITC staff before the end of 1999.

Two systems were totally re-written during this period, the Tax Information System (TIS) and the Value Added Tax (VAT). TIS was given to Datec, a local company, to re-write, while VAT was re-written in-house as the rest of the applications under ITC's responsibility. The new government however did not accept the new VAT system and preferred to renovate the old one. This decision was made against the better judgement and advises of the governments professional officers in this area.

For the embedded system, a local contractor who won the work through a tender carried out the specialised work. It was the best choice, ahead of Y2K Integration from Australia who was a lot more expensive. The local firm was Safeway Electronics and they were also responsible for installing some of the medical equipment in use at the hospital when they were first commissioned.

### **5.2.4. MONITOR/CONTINGENCY PLAN**

This phase of the project was going to be carried out in the year 2000 after the Century Date Change (CDC). Most of the applications went through the CDC without any problem. Further details of this phase can be expected in next year's report.

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## **5.3. ACTIONS BY GOVERNMENT**

### **5.3.1 START OF PROJECT**

Government started to take serious actions on the Year 2000 problem from 1998 and while it had been in ITC's Corporate plan from 1995, shortage of resources and skills did not allow the department to look at the problem any earlier. In 1998, a committee under the Chairmanship of the Permanent Secretary for Finance was formed to look into the Year 2000 problem proper. ITC was the main centre for all activities relating to the Y2K problem.

### **5.3.2 CONSULTANTS**

Owing to the shortage of human resources and the limited knowledge on the subject to one or two of the staff, it was decided by the committee to advertise for a consultant to project manage the Y2K problem. From the advertisement responses, two groups of consultant were hired to help the government with resolving the problem. One was the project manager to project manage the whole project and look at the computers and related software, while the other looked at embedded systems which included common office equipment such as telephones PABXes and video camera recorder, network and telecommunications equipment and other specialised equipment such as medical equipment and meteorological gear.

The new government also brought in some consultants, including one from India, to take a closer look at this project. For the actual century change on December 31<sup>st</sup>, 1999, the Prime Minister had issued instructions that the Indian consultant was to be given the sole authority to have access to all the critical systems of the Fiji government. This was an alarming precedent, where a total stranger was to be given the authority over the country's databases and data on which the whole country depends for its very survival. It is doubtful if any other country would have taken such a high risk, but this clearly indicated the extent to which the Prime Minister did not trust his own civil servants who have been working for the country for a good number of years.

### **5.3.3. BUDGET**

In 1998, there was no special budget for the Y2K project but the government spent over \$75,000 for the assessment of the Y2K problem and making an inventory of all the embedded systems, particularly the medical equipment.

The only budget that was allocated by government for this project was in 1999 when it allocated \$3 million to rectify this problem in all the critical areas of government businesses. There were however other projects that were undertaken in parallel during this period that also contributed towards the rectification of the Y2K problem. Two such projects were the Tax Information system and the Customs system. These projects had started

much earlier and were initiated when the applications had outlived their capabilities to meet the business needs of the departments.

The donation of \$A1 million from the Australian government towards the hospital equipment and \$200, 000 from the New Zealand towards the Fiji Lands Information system are gratefully acknowledged. These funding helped greatly in the repairs of old equipment and purchases of new ones in these two Ministries.

#### **5.3.4. NATIONAL TASK FORCE**

The government recognised that it needed to help small and medium size-enterprises (SME) with the problem, that it set up a National Task Force (NTF) under the Ministry of National Planning, who undertook the secretarial responsibility. The NTF met monthly and it comprised of representatives from major sector organisations that would have a great impact in the country, should they be badly affected by the Y2K problem. Examples of such organisations were the Banks, Airport and related organisations, telecommunications and the University of the South Pacific. The Task Force was chaired by the Chief Executive of Telecom Fiji, Mr Winston Thompson.

ITC was set up as the contact centre to provide support and technical assistance to anyone who wanted assistance for their Y2K problem.

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## **5.4. SOME OBSERVATIONS**

### **5.4.1. NEW GOVERNMENT**

This project was a subject of great disagreement between the newly elected government and the senior government officers responsible for the project. When the new government came into office, many projects that were started before they took office were either reversed or stopped for further investigation. Such projects included the FMR/FMIS, and PSC reform.

The Y2K project suffered the same action and was the subject of public debate in the daily newspapers for sometime as the government accused its civil servants of abusing their responsibility. In the end it more or less dampen the spirit of the New Millennium activities that covered the whole

world and Fiji missed out on an opportunity of free publicity into the world, when it had nothing to show for its national millennium celebrations.

#### **5.4.2 NO CASE OF ABUSE OR MISUSE OF FUNDS**

Despite all the various audit investigations, the project was carried out successfully to termination, even though there were still some tidying up to be done by the year 2000 as the last quarter of 1999 was spent answering audit queries and issues raised from the Prime Minister's Office, while the project was on hold by government. The Audits carried out by the Auditor General's office did not discover any case of fraud or abuse of office, but instead praised ITC's efforts towards this project, considering the constraints of time and resources.



## **6. TRAINING**

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### **6.1. PERSONAL COMPUTER TRAINING**

- 6.1.1 Training in the use of Personal Computers to civil servants that used to be provided by this department was suspended in 1997.
- 6.1.2 This allowed the unit to focus on the department's training needs and the upgrading of the department's human resources through training.

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### **6.2. STAFF TRAINING**

- 6.2.1 ITC continued to take advantage of overseas sponsored courses to upgrade the skills of staff throughout 1997 and 1999. Overseas

training was supplemented by local courses conducted by GTC and those run in-house by ITC staff who sometimes dealt with special topics they have learned from a course or during the normal execution of their work

- 6.2.2 A total of 12 staff attended short courses overseas in the three years.
- 6.2.3 42 staff attended courses that were offered at local training institutions namely GTC, FNTC and PacSoft.
- 6.2.4 19 staff attended conferences, symposiums and seminars both locally and overseas.
- 6.2.5 2 staff attended short industrial attachments abroad.
- 6.2.6 There were altogether seven in-house courses conducted for ITC staff i.e. 1 in 1997, 1 in 1998 and 5 in 1999.
- 6.2.7 2 members of the staff were offered scholarships to pursue further studies overseas.
- 6.2.8 5 were offered scholarships to pursue their studies at USP and FIT
- 6.2.9 3 appeared and passed their service examinations.
- 6.2.10 Details of all training are in Appendix F.



## **7. BUDGET**

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### **7.1. MAJOR ALLOCATIONS**

- 7.1.1 Staff losses and inability to fill vacancies throughout the three years was the major cause of under-spending within most of the budget

allocation as major projects were either not done or made very little progress.

- 7.1.2 While budget continued to be healthy as a recognition of the importance of IT by Finance, delivery of project output was not as expected because of the fluid movements of staff in and out of ITC. Although in comparison to other countries, the spending on IT in general is much lower than is the normal allocation of the total Government allocation of 2.5%.
- 7.1.3 The actual spending against budget for the three years is in Appendix G.



## **8. IT POLICY COMMITTEE**

## **8.1. POLICIES AND STRATEGIES ON COMPUTERS IN GOVERNMENT**

- 8.1.1 This committee could not meet at all in the last three years due to the work pressures of other committee members and also the Y2K project that took most of 1999. In 1997, the Committee approved the first version of the IT Policy document for government. This first version is now in use and will be reviewed in the future in line with the development of technology.
- 8.1.2 It was hoped that this Committee would be revived in the year 2000 since it's role is of immense value to the development of IT in Government.



## 9. PROBLEM AREAS

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### 9.1 STAFF AND BUILDING

- 9.1.1 While the years had been without major disaster, 1997, 1998 and 1999 were not without their shares of problems.

As in previous years, ITC as an organisation, has come to be accepted as a training ground for anyone who wants to make a career in Information Technology. This is reflected by the fact that most of the IT Departments in Fiji are staffed by Ex-ITC officers. While this has been good for the overall image of Government in terms of training, it has not reflected well on the Department's work performance.

- 9.1.2 Experienced and skilled staff were lost into both the private sector and overseas countries between 1997 and 1999. To try and alleviate the problem, PSC implemented the Job Evaluation from July 1996 for those posts where the major losses were occurring the most. While this had an effect in slowing down the rate of leaving, ITC continued to lose its skilled staff, to the detriment of the Department's performance.

- 9.1.3 With the Government's business being highly dependent on the Department, the security of the whole area has been identified as being of very high risks. The compound is a public access and anyone who wishes to sabotage Government through the Department, can do so with minimum effort. In 1996, the department managed to put up a fence by viring funds from other votes and this has improved the security to some extent and caused some deterrents, but it is definitely not a long term solution.

- 9.1.4 Sharing the building with another government department makes security arrangement very difficult as the security needs of the two departments are very different. Our efforts to relocate ITC to some other locations proved very difficult and PSC advised that they could not do it for the time being.

- 9.1.5 As pointed out in our earlier reports, there is also considerable risk of fire because of the age of the electrical wiring in the building itself.

The roof leaks and the wooden structures in most parts of the building have rotted to the core.

- 9.1.6 The basement where the electrical supply is located is prone to flooding because it is below sea level. ITC would be completely destroyed if Suva should suffer from a major Tsunami. Until ITC is relocated into a more secure area, the Government runs a grave risk of a major catastrophe should ITC suffer a major disaster.



# 10. CONCLUSION

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## 10.1. SUMMARY AND ACKNOWLEDGEMENT

- 10.1.1 Years 1997, 1998 and 1999, have been rewarding years for ITC with much achieved through intensive efforts and hard work by so few. Difficulties faced throughout these years had to be taken up as extra challenges to be overcome, and the main goal of providing efficient and effective services to our user Departments continued to be the Department's primary objective. This was achieved most of the time, with great satisfaction and pride.
- 10.1.2 ITC's success is attributed to its staff, whose dedication and sacrifices enabled the Department to keep up the high standard of achievement throughout the year. I would therefore like to express to them my sincere thanks and gratitude for their contributions, loyal support and hard work, to ensure that our services to others continue to be effective.
- 10.1.3 It is also with gratitude that I acknowledge with thanks my appreciation to the Australian Government, the Japanese Government through JICA and APO for their continuous support and funding of our training, for the development of our local staff to enhance their knowledge and skills in the field of Information and Communications Technology.
- 10.1.4 Our sincere thanks are also conveyed to all Ministries and Departments, particularly our major customers at Inland Revenue, Customs, Immigration and Treasury for their tolerances of our services throughout these three years particularly during the worst of our performances; the Ministry of Finance and Public Service Commission are gratefully acknowledged for their continuous support throughout these years, to enable us to serve everyone better.

**S. Taganesia**

Manager – ITC Services



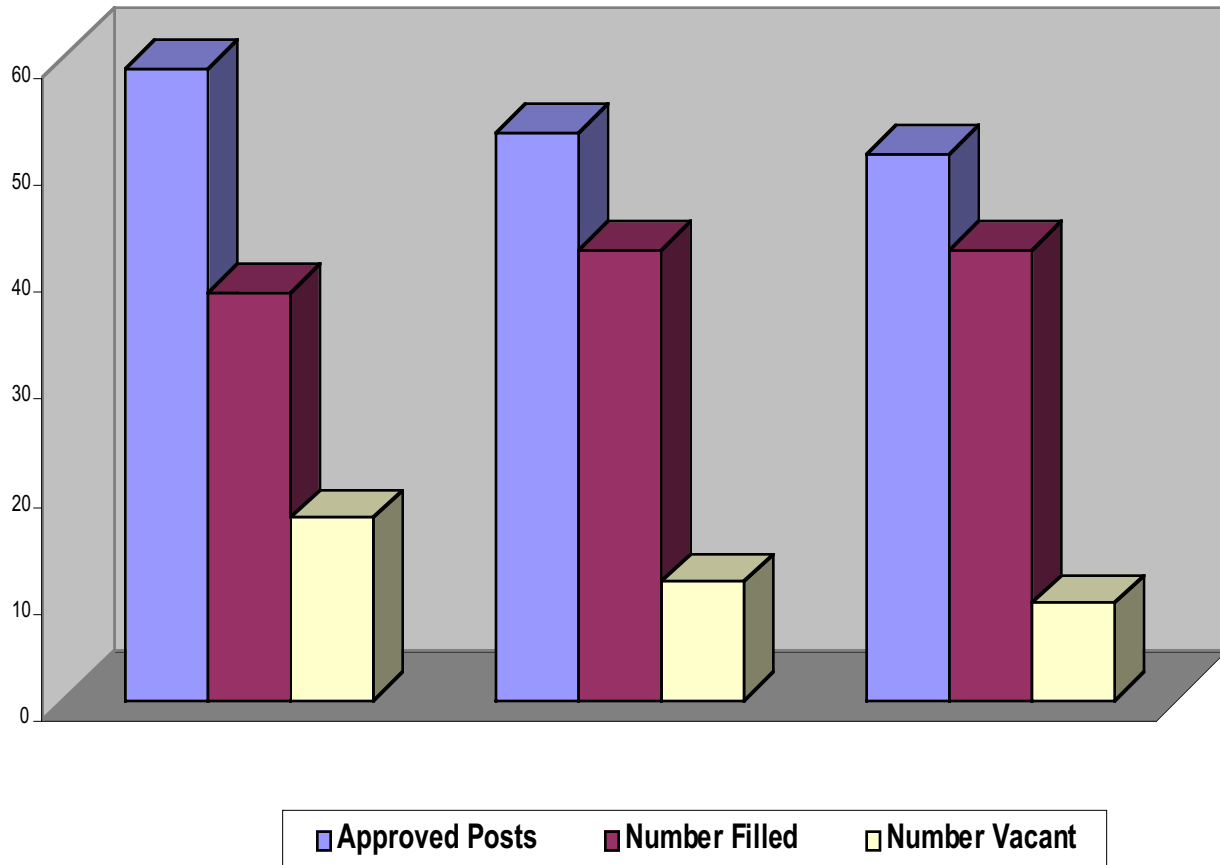
# **11. APPENDICES**

- A) I.T.C. Services Organisation Chart**
- B) I.T.C. Staffing 1997 – 1999**
- C) List of Officers Joining I.T.C. in 1997 – 1999**
- D) List of Officers Resigning from I.T.C. in 1997 - 1999**
- E) Movement of Staff 1997 – 1999**
- F) I.T.C. Staff Training**
- G) Provision and Actual Expenditure for 1997 - 1999**
- H) Wide Area Network as at 1999**
- I) Glossary of Terms**

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## **Appendix A – ITC Services Organisation Chart**

## Appendix B – ITC Staffing from 1997 - 1999



## Appendix C – List of Officers Joining ITC in 1997 – 1999

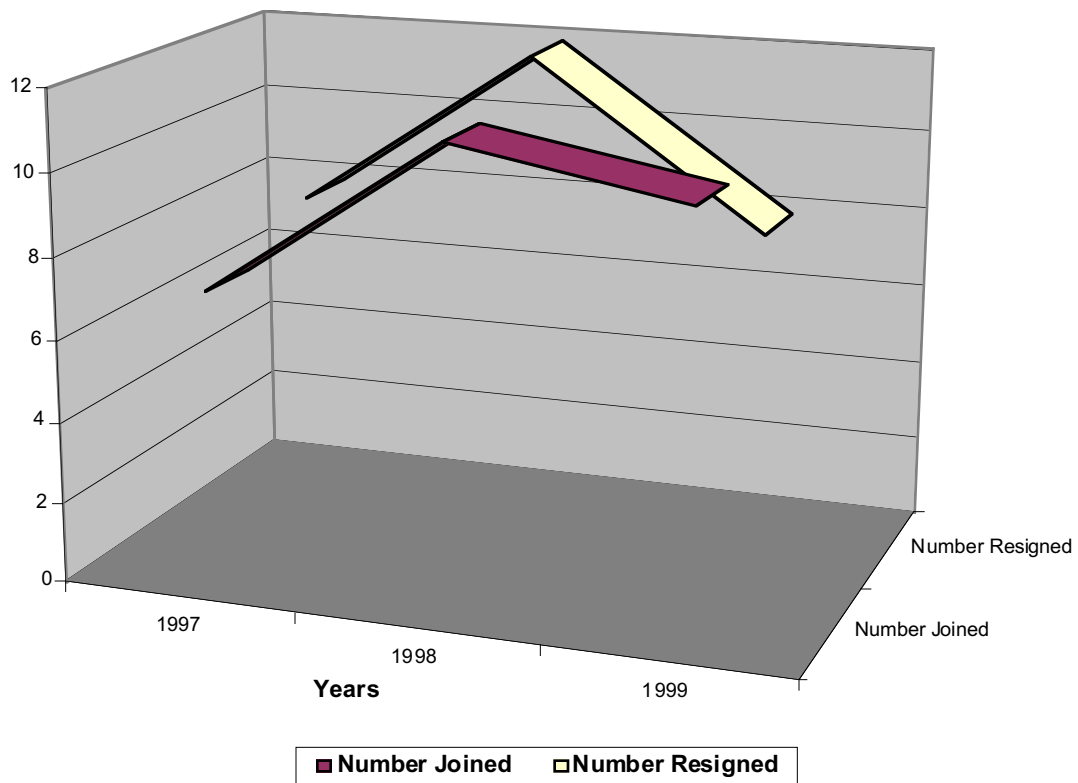
	NAME	QUALIFICATION	POST	GRADE	YEAR JOINED
1	Taisa Rakai	FJC	Tealady	Unestablished	1997
2	Shekar Balram	BA	Assistant Programmer	AD05	1997
3	Jotivini Yacadra	FSLC	Data Entry Operator	IT07	1997
4	Ami Prasad	U Exam	Assistant Accounts Officer	AC04	1997
5	Rajesh Prasad	BSc	Assistant Programmer	IT06	1997
6	Iosefo Barinisavu	FSLC	Storeman	SK05	1997
7	Ulita Draunidalo	Diploma in Computing	Junior Programmer	SS05	1997
8	Ajit Sharma	BSc	Assistant Programmer	AD05	1998
9	Gurpreet Singh	BSc	Assistant Programmer	AD05	1998
10	Neelam Shankar	BSc	Assistant Programmer	AD05	1998
11	Vatimi Uluinakauvadra	BSc	Assistant Programmer	AD05	1998
12	Yogesh Kapadia	BSc	Assistant Programmer	AD05	1998
13	Leone Pedro	BSc	Assistant Programmer	AD05	1998
14	Roela Cakaunivalu	FJC	Tealady	Unestablished	1998
15	Hirendra Sharma	BSc	Assistant Programmer	AD05	1998
16	Taniela Vitayaki	BSc	Assistant Programmer	AD05	1998
17	Sudhendra Dev	BSc	Assistant Programmer	AD05	1998
18	Muktar Ahmed	BSc	Computer Operator	IT07	1999
19	Shirley Devi	Diploma in Computing	Computer Operator	IT07	1999
20	Keshni Mani	Diploma in Computing	Computer Operator	IT07	1999
21	Talemo Bati	BSc	Assistant Programmer	AD05	1999
22	Jayendra Narayan	BSc	Assistant Programmer	AD05	1999
23	Vanish Pattni	BSc	Assistant Programmer	AD05	1999
24	Rafai Amoe	BSc	Assistant Programmer	AD05	1999
25	Nivlesh Chandra	BSc	Assistant Programmer	AD05	1999
26	John Uludole	BSc & Beng	Assistant Programmer	AD05	1999
27	Usaia Tawakevou	Diploma in Computing	Computer Operator	IT07	1999
28	Sunil Chand	BSc	Assistant Programmer	AD05	1999
29	Sashi Prabha	BSc	Assistant Programmer	AD05	1999
30	Rajesh Prasad	BSc	Assistant Programmer	AD05	1999
31	Ravisa Komai	BSc	Assistant Programmer	AD05	1999

## Appendix D – List of Officers Resigning from ITC in 1997 - 1999

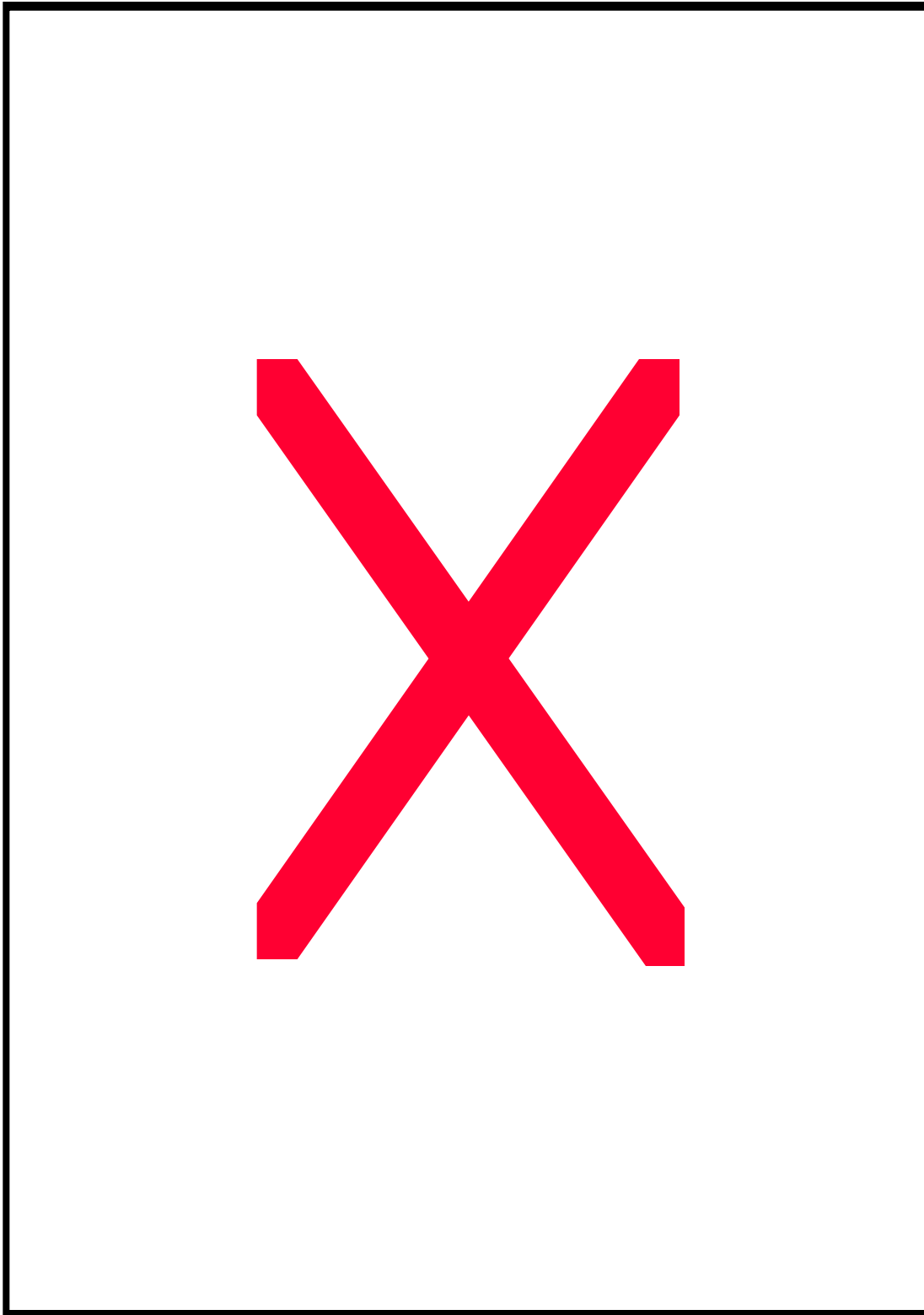
	NAME	QUALIFICATION	POST	GRADE	YEAR RESIGNED
1	Kemu Qoroya	Diploma in Computing	Computer Operator	IT07	1997
2	Umesh Chandra	BSc	Assistant Programmer	IT06	1997
3	Gyanendra Roy	BSc	Assistant Programmer	IT06	1997
4	Satyan	U Exam	Assistant Accounts Officer	AC04	1997
5	Nalini Narayan	BSc	Systems Analyst	IT05	1997
6	Shalendra Shandil	BSc	Systems Analyst	IT05	1997
7	Abhinesh Ram	BSc	Systems Analyst	IT05	1997
8	Joe Ravuvu	MSc	Assistant Manager	IT02	1997
9	Sulueti Koroiveti	BSc	Senior Systems Analyst	IT04	1998
10	Prakash Lal	BSc	Systems Analyst	IT05	1998
11	Leone Pedro	BSc	Systems Analyst	IT05	1998
12	Jotame Taganesia	Diploma in Computing	Junior Programmer	SS05	1998
13	Sujata Sukhdeo	BSc	Assistant Programmer	IT06	1998
14	Yee Chee	BSc	Systems Analyst	IT05	1998
15	Apakuki Nayacakalou	Diploma in Electr. & Eng.	Systems Analyst	IT05	1998
16	Rana Pratap	BSc	Assistant Manager	IT02	1998
17	Pranil Dutt	BSc	Systems Analyst	IT05	1998
18	David Bodey	BSc	Senior Systems Analyst	IT04	1998
19	Tale Maimanuku	BSc	Systems Analyst	IT05	1998
20	Leone Pedro	BSc	Systems Analyst	IT05	1999
21	Patrick Sharma	Diploma in Computing	Computer Operator	IT07	1999
22	Umesh Sharma	BSc	Assistant Manager	IT02	1999
23	Yogesh Kapadia	BSc	Assistant Programmer	IT06	1999
24	Rajesh Prasad	BSc	Assistant Programmer	IT06	1999
25	Ronald Singh	BSc	Assistant Programmer	IT06	1999
26	Ajit Sharma	BSc	Assistant Programmer	IT06	1999
27	Taniela Vitayaki	BSc	Assistant Programmer	IT06	1999

**APPENDIX E :**

**Movement of Staff 1997 - 1999**



**Appendix F – ITC Staff Training from 1997 - 1999**



## Appendix G

SEG	1997		1998		1999	
	Appr Prov	Actuals	Appr Prov	Actuals	Appr Prov	Actuals
1	978600	765900	943500	596900	687200	568500
2	23200	21400	23200	22700	23200	22500
3	32000	25000	27000	23200	25400	36900
4	5000	2000	4800	4400	4100	3900
5	1425000	1238800	1387500	1274000	1350400	1299100
7	160000	45600	100000	41800	50000	0
9	500000	367400	500000	494000	150000	266100
13	312400	253100	288900	275000	221900	217100
<b>TOTAL</b>	<b>\$3,436,200</b>	<b>\$2,719,200</b>	<b>\$3,274,900</b>	<b>\$2,732,000</b>	<b>\$2,512,200</b>	<b>\$2,414,100</b>

## **Appendix H – Network as at 1999**

## Appendix I – Glossary of Terms

ITC	Information Technology and Computing
CASE	Computer Aided Software Engineering
ORACLE	A Multi Platform Relational Database and 4GL Tools
TIS	Tax Information System
VAT	Value Added Tax
VAX	Virtual Architecture Extended
VMS	Virtual Machine System
MUMPS	Outdated Database
IT	Information Technology
AP	Assistant Programmer
GT	Graduate Trainee
SAP	Systems Analyst Programmer
SSAP	Senior Systems Analyst Programmer
Hardware	Computer components that can be touched, picked up and carried away, as opposed to software
Software	Computer programmes, computer codes and language, compilers operating systems, assemblers, software packages, as opposed to hardware
JICA	Japan Internation Cooperation Agency
CPU	Central Processing Unit
VKB	Vola ni Kawa Bula