

THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF AGRICULTURE



THE APPROVED FUNCTIONS AND ORGANIZATION STRUCTURE OF TANZANIA
SISAL BOARD (TSB)
(Approved by President on 9th May, 2022)

PRESIDENT'S OFFICE
PUBLIC SERVICE MANGEMENT AND GOOD GOVERNANCE

MAY, 2022

PRESIDENT'S OFFICE
PUBLIC SERVICE MANGEMENT AND GOOD GOVERNANCE
PO BOX 121
DODOMA

TABLE OF CONTENTS

1.0	INTRODUCTION.....	1
1.1	VISION, MISSION AND CORE VALUES.....	1
1.1.1	Vision.....	1
1.1.2	Mission.....	1
1.1.3	Core Values.....	1
1.2	Functions of the Board.....	2
2.0	THE CURRENT FUNCTIONS AND ORGANIZATIONS STRUCTURE.....	2
2.1	RATIONALE FOR CHANGE.....	4
2.1.1	To merge Chief of Quality assurance and Manager Marketing and Development under Planning Research and Marketing to Sisal Development and Marketing Directorate.....	4
2.1.2	To merge functions under Chief of Finance and Human Resources and Manager of Planning and Research under Planning Research and Marketing to Directorate of Corporate Services.....	4
2.1.3	To abolish Chief of Planning Research and Marketing.....	5
2.1.4	To adopt the term Directorates instead of Departments.....	5
2.1.5	To rename the title of Chief to be Director.....	5
2.1.6	To rename ICT Unit to ICT and Statistics Unit.....	5
2.1.7	To establish Legal Services Unit.....	5
2.1.8	To establish Public Relations and Communication Unit.....	5
2.1.9	To establish Zone Offices.....	5
3.1	SISAL DEVELOPMENT AND MARKETING DIRECTORATE.....	8
3.1.2	Quality Assurance Section.....	9
3.1.3	Marketing and Products Promotion Section.....	10
3.2	CORPORATE SERVICES DIRECTORATE.....	11
3.2.1	Human Resource Management and Administration Section.....	12
3.2.2	Finance and Planning Section.....	13
3.2.3	Estate Management Section.....	14
3.3	ZONE OFFICES.....	15
3.4	INTERNAL AUDIT UNIT.....	16
3.5	LEGAL SERVICES UNIT.....	17
3.6	PROCUREMENT MANAGEMENT UNIT.....	17
3.7	ICT AND STATISTICS UNIT.....	18

3.8 PUBLIC RELATIONS AND COMMUNICATIONS UNIT 18

1.0 INTRODUCTION

The Tanzania Sisal Board is a statutory Organization established under the Tanzania Sisal Board Industry Act No. 2 of 1997 and its Regulations of 2011, together with Crop Laws (Miscellaneous Amendments) Act of 2009. Tanzania Sisal Board was formed after the privatization the then Tanzania Sisal Authority (TSA). The Sisal Industry Act was formed to repeal the Tanzania Sisal Authority Act of 1973. Tanzania Sisal Authority was the overseer of the sisal industry in Tanzania then after privatization the Board was formed for regulating and developing the sisal industry in Tanzania.

1.1 VISION, MISSION AND CORE VALUES

1.1.1 Vision

The Vision of the Board is to become a competent and effective organization in the Sisal Industry for providing policy advises, promotion and regulatory services so as to make it vibrant and widely owned industry.

1.1.2 Mission

The Mission of the Board is to promote and regulate the development and improvement of the Sisal Industry in collaboration with all Stakeholders in the Sisal Crop sub sector.

1.1.3 Core Values

The Board's core values are friendship, culture, purpose, innovation, integrity and respect.

- (i) **Friendship:** The Board believes in a friendly and participatory approach in that it involves employees, customers and all stakeholders in the formulation of policies for its corporate services;
- (ii) **Culture:** The Board believes in a family-like atmosphere with the senior management taking a keen interest in staff. More emphasis will now be placed on training to give the staff a more professional attitude and image;
- (iii) **Purpose:** The Board will build a reputation for giving clients good advice and cultivate a long-term relationship with them;

- (iv) **Innovation:** The Board believes in innovation and encourages the formulation of new ideas in reflection to its strong belief in progressive development;
- (v) **Integrity:** The Board strives to maintain moral soundness as reflected by measures to ensure unity and honesty so as to safeguard the corporate image; and
- (vi) **Respect:** The Board will strive to ensure respect for individual initiative, personal growth and in the delivery of corporate services.

1.2 Functions of the Board

- (i) To promote the development and improvement of the sisal industry;
- (ii) To make regulations for the control of pests and disease;
- (iii) To finance and or conduct research directly or through agents in any matter related to the sisal industry;
- (iv) To issue export and import license upon such terms and conditions;
- (v) To regulate and control the quality, marketing and export of sisal;
- (vi) To collect, refine and disseminate information concerning sisal and promote its use; and
- (vii) To advise the government on all matters pertaining to the sisal industry.

2.0 THE CURRENT FUNCTIONS AND ORGANIZATIONS STRUCTURE

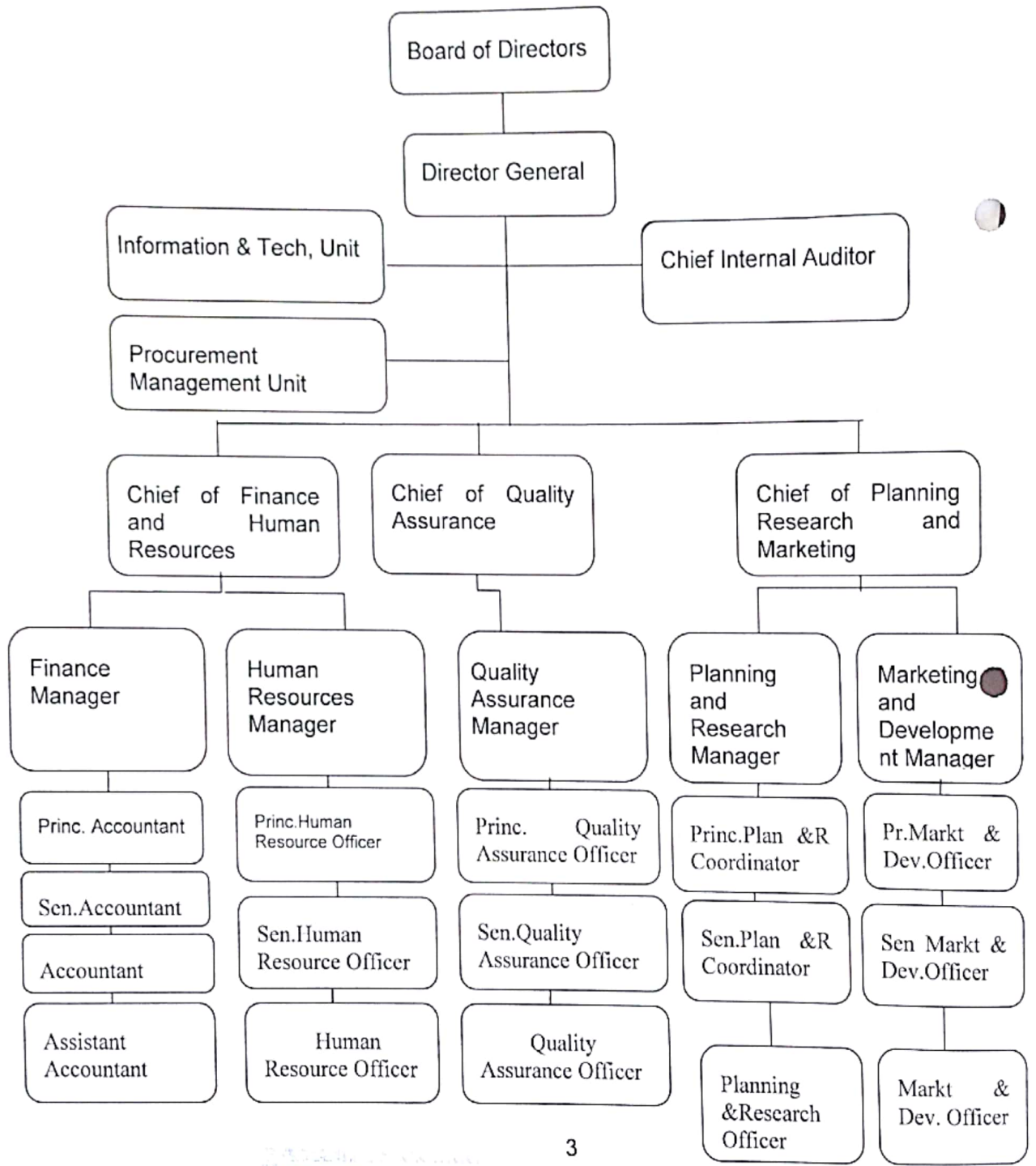
The approved functions and organization structure for Tanzania Sisal Board comprises of three (3) Departments and three (3) Units as shown below (See Chart I):-

- (i) Finance and Human Resource department;
- (ii) Quality Assurance Department;
- (iii) Planning research and Marketing department;
- (iv) Internal Audit Unit;
- (v) Procurement Management Unit; and
- (vi) Information and Technology Unit.

Chart I

THE CURRENT FUNCTIONS AND ORGANIZATION STRUCTURE OF TANZANIA SISAL BOARD (TSB)

(Approved by the Treasury Registrar in, 2012)



PRESIDENT'S OFFICE
 PUBLIC SERVICE MANAGEMENT
 P.O. Box 670
 DAR ES SALAAM

2.1 RATIONALE FOR CHANGE

This review intends to put in place an organization structure which will accommodate functions of the Directorates, Units and Sections that were not shown earlier instead were incorporated in the respective schemes of service. The review considered updates of existing titles in the organization structure to align with the job codes in the new established human capital management information system (HCMIS). The specific changes are as follows: -

2.1.1 To merge Chief of Quality assurance and Manager Marketing and Development under Planning Research and Marketing to Sisal Development and Marketing Directorate

It is proposed to merge Chief of Quality Assurance and Manager Marketing and Development to Sisal Development and Marketing Directorate since it is the one responsible with the core business of the Board as well as to reflect activities performed under it which basically confined to issues of sisal development from the field preparation to the finished products including dealing with claims raised after marketing of sisal fibre or sisal products development and marketing. The proposed Directorate will have three (3) Sections namely: - Sisal Development Section; Quality Assurance Section; and Marketing and Products Promotion Section.

2.1.2 To merge functions under Chief of Finance and Human Resources and Manager of Planning and Research under Planning Research and Marketing to Directorate of Corporate Services

It is proposed to abolish Departments of Finance, Human Resource and Planning and establish a Corporate Services Directorate and re arrange its functions in order to eliminate duplications of responsibilities without affecting quality of services at the same time reducing operation cost. This set up is proposed as to comply with standards of preparation of organisation structures. The proposed Directorate will have three (3) Sections namely: - Human Resource Management and Administration Section, Finance and Planning Section and Estate Management Section.

2.1.3 To abolish Chief of Planning Research and Marketing

It is proposed to abolish Chief of Planning Research and Marketing following the reorganization proposed as Planning and Research activities shifted to proposed Corporate Services Directorate. Also, Marketing and Development activities shifted to proposed Sisal Development and Marketing Directorate; and this Department remains with no functions.

2.1.4 To adopt the term Directorates instead of Departments

It is proposed to adopt the term Directorates instead of Departments to comply with Public Institutions structure.

2.1.5 To rename the title of Chief to be Director

It is proposed to rename the title of Chief formerly used to be head of Departments to be Director to comply with other Public Institutions structures and enhance performance.

2.1.6 To rename ICT Unit to ICT and Statistics Unit

It is proposed to rename ICT Unit to be ICT and Statistics Section to enhance collection, storage and dissemination of data for various decisions making.

2.1.7 To establish Legal Services Unit

It is proposed to establish Legal Services Unit in order to provide legal services and provide advice to the functions of the Board.

2.1.8 To establish Public Relations and Communication Unit

It is proposed to establish Public Relations and Communication Unit in order to create, communicate and maintain good image of the organization to stakeholders' and the general public at large.

2.1.9 To establish Zone Offices

It is proposed to establish zonal offices Countrywide to facilitate smooth operations of the Board including regulatory functions vested by the Sisal Industry Act No.2 of 1997, management and extension services to both small and large sisal farmers. This is due to increased demand, geographical reach and challenges in the area of productions as well as meeting the Government sisal production target of 120,000 tones per annum by 2025/26.

3.0 THE APPROVED FUNCTIONS AND ORGANIZATION STRUCTURE OF THE BOARD

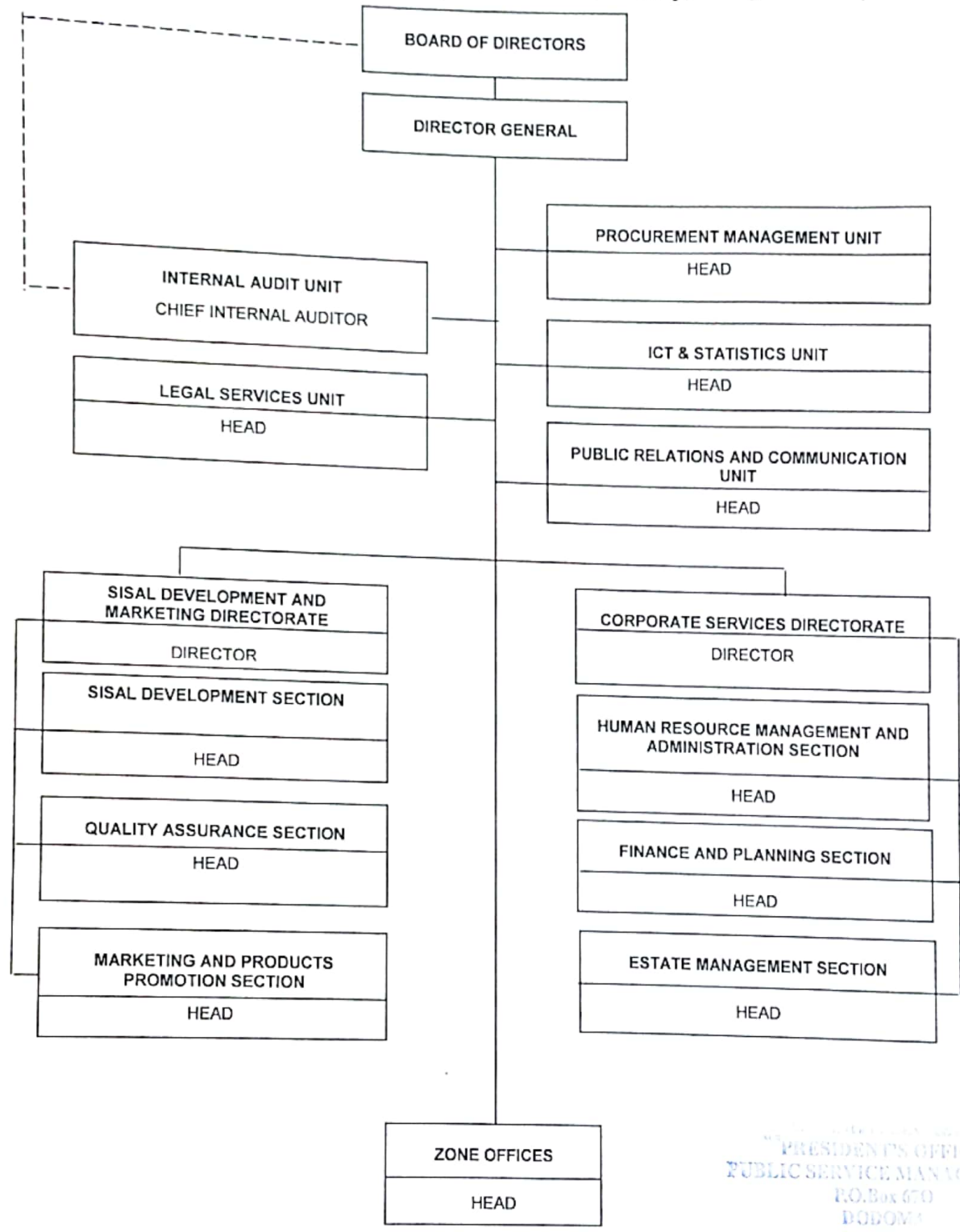
The approved functions and organization structure for TSB will comprise of two (2) Directorates, five (5) Units and Zone Offices as follows (*See Chart II*): -

- (i) Sisal Development and Marketing Directorate;
- (ii) Corporate Services Directorate;
- (iii) Legal Services Unit;
- (iv) Internal Audit Unit;
- (v) Procurement Management Unit;
- (vi) Public Relations and Communications Unit;
- (vii) ICT and Statistics Unit; and
- (viii) Zone Offices.

TSB
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PUBLIC RELATIONS MANAGEMENT
BOULEVARD

Chart II

THE APPROVED ORGANIZATION STRUCTURE OF THE TANZANIA SISAL BOARD
(Approved by President on 9th May, 2022)



PRESIDENT'S OFFICE
PUBLIC SERVICE MANAGEMENT
P.O.Box 670
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3.1 SISAL DEVELOPMENT AND MARKETING DIRECTORATE

Objective

To ensure provision of efficient services for the sound quantity and quality of sisal and sisal products and reliable markets

Functions

This Directorate will perform the following functions:-

- (i) To coordinate environmental Impact Assessment for all development projects within the sisal industry;
- (ii) To identify and collation of research findings from various centres including TARI of relevance to TSB and disseminate to the management for sustainable development of sisal industry;
- (iii) To disseminate research findings to stakeholders;
- (iv) To ensure that all sisal operations from field to factory and market are carried out within acceptable established quality and quantity standards;
- (v) To deal with quality and quantity claims as may arise from sellers and buyers;
- (vi) To establish, review and implement sisal quality development standards;;for;
- (vii) To collect and analyse data on sisal plantation patterns;
- (viii) To collect, analyse and disseminate information on sisal production and encourage products consumptions;
- (ix) To coordinate registration and issuance of licence;
- (x) To coordinate marketing and promotion of the industry and sisal products;
- (xi) To supervise and secure both internal and external markets for the sisal products; and
- (xii) To coordinate sisal trading systems.

This Directorate will be led by a Director and will have three (3) Sections as follows:-

- (i) Sisal Development Section,
- (ii) Quality Assurance Section; and
- (iii) Marketing and Products Promotion Section.

3.1.1 Sisal Development Section

This Section will perform the following activities:-

- (i) Prepare and implement sisal development strategies, plans and programmes;
- (ii) Coordinate and Making regulations for the control of pests and diseases;
- (iii) Coordinate environmental Impact Assessment for sisal development projects;
- (iv) Collect, compile, analyse and disseminate sisal information and products statistics; vs item iii
- (v) Develop research agenda guidance and research procedures within the sisal industry;
- (vi) Coordinate research relating to sisal development and disseminate it's findings;
- (vii) Provide technical guidance on sustainable development of sisal;
- (viii) Provide extension services to sisal growers; and
- (ix) Manage diversification and development of sisal products and investment opportunities.

The Section will be led by a Head who is equivalent to a Principal Officer.

3.1.2 Quality Assurance Section

This Section will perform the following activities: -

- (i) Develop and implement strategies to improve quality of sisal among producers;
- (ii) Develop, review and implement sisal and products quality standards;
- (iii) Carry out inspection of sisal operations;
- (iv) Provide guidance of measures towards compliance and non-compliance of sisal producers and traders;
- (v) Provide training on sisal farming, processing and product manufacturing;;
- (vi) Assess and provide decision on quality and quantity claims as may arise from sisal dealers;
- (vii) Provide permits and license on sisal business and ensure its compliance;
- (viii) Monitor, control movement and ensure pleasant entry, local movement and exit of sisal and products,

- (ix) Ensure that sisal dealers are registered and carry out business according to terms and conditions as per respective licences or permits; and
- (x) Develop strategies to improve acceptable quality assurance practices and invent necessary transformation programmes.

This Section will be led by a Head who is equivalent to a Principal Officer.

3.1.3 Marketing and Products Promotion Section

This Section will perform the following activities:-

- (i) Identify market and market demands for sisal products;
- (ii) Formulate, implement and monitor Board policies and strategies relating to marketing of sisal products to ensure its sustainability;
- (iii) Identify, develop and manage sisal industry market opportunities within and outside;
- (iv) Coordinate markets and marketing systems of sisal and products for small and medium sisal producers.
- (v) Provide guidance, provision of information and interpretative services of areas' resources and handling of customers' complaints and inquiries;
- (vi) Foster and enhance good working relationship with sisal stakeholders to promote sisal industry;
- (vii) Develop, define and implement marketing strategies and feedback mechanism;
- (viii) Develop and implement sisal marketing strategy for the Board within and outside the country;
- (ix) Track trends and monitor market competition, both at National and International levels and provide market report;
- (x) Supervise Brand values of sisal products, both small and large processors;
- (xi) Search and develop new and helpful marketing tools and approaches;
- (xii) Collaborate with key sisal stakeholders on marketing and promotion of sisal products; and
- (xiii) Develop, coordinate and implement promotion plans for sisal products.

This Section will be led by a Head who is equivalent to a Principal Officer.

3.2 CORPORATE SERVICES DIRECTORATE

Objective

To ensure TSB resources are efficiently and effectively managed.

Functions

This Directorate will perform the following functions:

- (i) To interpret Public Service Regulations; Standing Orders and other Labor laws;
- (ii) To coordinate the process of recruitment, selection, placement, confirmations for the Board employees;
- (iii) To facilitate employees welfare including health, safety, sports and cultural;
- (iv) To develop Human Resource Training and Development Programs;
- (v) To monitor the execution of contracts and marketing arrangement between meat producers and processors or bodies related to meat subsector and reconcile the parties when disputes arise;
- (vi) To promote advocacy in the Meat Industry;
- (vii) To develop and maintain effective accounting and strategic financial management system;
- (viii) To prepare financial and management reports;
- (ix) To manage all financial and accounting operations;
- (x) To act as an arbitrator in any conflict between and within different categories of meat industry stakeholders;
- (xi) To prepare Board's medium term strategic plan, Budget and annual plans;
- (xii) To develop strategies, programs, projects and resource mobilization;
- (xiii) To monitor the implementation of Board's medium term strategic plan and annual plans;
- (xiv) To organize and conducting evaluation on strategies, projects and plans of the Board;
- (xv) To formulate policies and rules relating to estate management;
- (xvi) To develop and maintain infrastructure services of the Board's properties;
- (xvii) To provide technical inputs on engagement of contractors for assets capital works;

- (xviii) To prepare and maintaining proper documentation to support payment vouchers, including authorization according to regulations; and
- (xix) To facilitate Auditing of the Board's financial accounts.

The Directorate will be led by the Director and will have three (3) Sections as follows: -

- (i) Human Resource Management and Administration Section;
- (ii) Finance and Planning Section; and
- (iii) Estate Management Unit.

3.2.1 Human Resource Management and Administration Section

This Section will perform the following activities; -

- (i) Interpret Public Service Act and Regulations; Standing Orders, General Orders, TSB Schemes of Service, Regulations, government circulars and other Labour laws;
- (ii) Oversee implementation of ethics and value promotion activities including corruption prevention education;
- (iii) Administer and oversee implementation of activities such as recruitment, selection, orientation, training and employee development, promotion, discipline, retention, motivation, performance management and general staff welfare;
- (iv) Ensure optimal, efficient and effective management and utilization of human resource;
- (v) Coordinate Workers Council and Trade Union affairs;
- (vi) Oversee development and implementation of effective policies, procedures and guidelines for recruitment, training and employee development, deployment, retention of staff, promotions and performance management;
- (vii) Conduct regular human resources audit and inventory of current and needed skills;
- (viii) Process and update leave records such as vacation, sick, maternity, study and terminal;
- (ix) Coordinate complaints and grievances handling;

- (x) Facilitate employee relations and welfare including employee's health and safety, sports and culture;
- (xi) Provide registry, messengerial and courier services and manage Office records;
- (xii) Facilitate provision of security services, transport and general utilities;
- (xiii) Formulate policies, strategies and plans for protection of the sisal estates and properties within the areas under TSB;
- (xiv) Manage implementation of property and utility development projects including buildings, electricity and water supply;
- (xv) Develop and implement control measures and guidelines for TSB properties and assets;
- (xvi) Manage and maintain authority plants and machinery, motor vehicles and cycles;
- (xvii) Facilitate maintenance of Office equipment, buildings and grounds;
- (xviii) Coordinate implementation of ethics and value promotion activities;
- (xix) Coordinate implementation of diversity or cross-cutting issues;
- (xx) Coordinate implementation of Private Sector Participation, Business Process Improvement;
- (xxi) Operate and maintain human capital management information and document management systems;
- (xxii) Facilitated Workers and Management meetings, appointment and disciplinary committee; and
- (xxiii) Provide advice on organizational efficiency of the Office.

This Section will be led by a Head who is equivalent to a Principal Officer.

3.2.2 Finance and Planning Section

This Section will perform the following activities; -

- (i) Develop and maintain effective accounting and strategic financial management system;
- (ii) Prepare financial and management reports;
- (iii) Manage all financial and accounting operations;

- (iv) Ensure proper collection of dues from farm tenants and investors.
- (v) Evaluate, monitor and implement financial policies and procedures;
- (vi) Maintain proper books of accounts and liabilities in accordance with current accounting conventions and legal requirements;
- (vii) Prepare Board's medium term strategic plan, Budget and annual plan;
- (viii) Develop strategies, programs, projects and action plans for resource mobilization Planning and Budgets;
- (ix) Monitor implementation of Board's medium term strategic plan and annual plan;
- (x) Prepare periodic (Weekly, Monthly, quarterly, mid-year, and annual) performance reports for the Board; and
- (xi) Organize and conducting monitoring and evaluation on strategies, projects and plans of the Board;
- (xii) Develop and implement investment policies;
- (xiii) Manage corporate planning activities of the Board;
- (xiv) Coordinate preparation of business plans and budget for the Board;
- (xv) Prepare Investments project proposals for generation of more income to the Authority;
- (xvi) Prepare operational plans and budget for activities of the Board and contributing to the Board's strategic plan; and
- (xvii) Prepare periodic performance reports.

The Section will be led by a Head who is equivalent to a Principal Officer.

3.2.3 Estate Management Section

The Section will perform the following activities:-

- (i) Coordinate effective maintenance and rehabilitation of the infrastructure;
- (ii) Maintain and coordinate building and maintenance works of the Board's infrastructures;
- (iii) Formulate policy proposals related to estates activities;
- (iv) Coordinate consultancy services in estate management;
- (v) Prepare and compile budget estimates for capital development;

- (vi) Coordinate preparation of the physical master plan; and
- (vii) Manage fixed asset security.

The Section will be led by a Head who is equivalent to a Principal Officer.

3.3 ZONE OFFICES

Objective

To perform Board activities at zone level.

There will be seven (7) Zone Offices as follows: -

- (i) Lake Zone – (Mwanza, Shinyanga, Mara, Simiyu and Geita Regions). Zone head Office will be at Kishapu;
- (ii) Central Zone (Dodoma, Singida and Manyara Regions). Zone head Office will be Singida;
- (iii) Southern Highlands Zone (Mbeya, Songwe, Rukwa, Iringa and Njombe Regions). Zone head Office will be Mbeya;
- (iv) Northern Zone (Tanga, Kilimanjaro, and Arusha Regions). Zone head Office will be at Korogwe;
- (v) Eastern Zone (Coast, Dar es Salaam and Morogoro Regions). Zone head Office will be at Kilosa;
- (vi) Western Zone (Tabora, Kigoma and Katavi Regions). Zone head Office will be at Tabora; and
- (vii) Southern Zone (Mtwara, Lindi and Ruvuma Regions). Zone head Office will be at Ruangwa.

Zone Offices will perform the following activities:-

- (i) Establish and review standards acceptable for crop quality development;
- (ii) Ensure that all sisal operations from field to factory and market are carried out within acceptable established quality and quantity standards;
- (iii) Collect, analyse and disseminate information on crop production and encourage products consumptions;
- (iv) Deal with quality and quantity claims as may arise from sellers and customers;

- (v) Coordinate environmental Impact Assessment for all development projects within the sisal industry;
- (vi) Collect and analyse data on sisal plantation patterns;
- (vii) Identify and collation of research findings from various centres including TARI of relevance to TSB and disseminate to the management for sustainable development of sisal industry.
- (viii) Supervise and secure both internal and external markets for the sisal products; and

Zones will be led by a Head who is equivalent to a Principal Officer.

3.4 INTERNAL AUDIT UNIT

Objective

To provide advisory services to the Director General in proper management of resources.

This Unit will perform the following activities: -

- (i) Prepare and implement the Board's annual audit work plans;
- (ii) Formulate short- and long-term Audit plans;
- (iii) Review and report on proper control over receipts, custody and utilization of all financial resources;
- (iv) Review and report on conformity with financial and operational procedures laid down in any legislation or any regulation;
- (v) Review the economic performance, efficiency and effectiveness of the Board's projects and programs;
- (vi) Review all policies, regulations and procedures and advise accordingly;
- (vii) Provide advice on compliance issues related to audit; and
- (viii) Prepare quarterly and annual performance reports and submit to the Audit Committee of the Board.

This Unit will be led by Chief Internal Auditor.

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3.5 LEGAL SERVICES UNIT

Objective

To provide legal services to the Board.

This Unit will perform the following activities: -

- (i) Provide legal advice on various issues;
- (ii) Devise and manage legal and regulatory strategies, policies, procedures and practices in line with the needs of the board;
- (iii) Monitor the implementation of the Board's decisions by Departments and Units;
- (iv) Review legal documents including contracts and regulations, and propose appropriate changes or amendments where necessary;
- (v) Represent the board in litigations;
- (vi) To be secretariat to the Board meetings and carry out day to day board of directors' affairs;
- (vii) Participate in all negotiations and meetings that require legal representation by the board; and
- (viii) Liaise with Parent Ministry and the Office of Attorney General on legal matters related to the board.

This Unit will be led by a Head who is equivalent to a Principal Officer.

3.6 PROCUREMENT MANAGEMENT UNIT

Objective

To provide expertise on procurement, storage and supply of goods and services

This Unit will perform the following activities: -

- (i) Prepare Annual Procurement Plan and coordinate its implementation;
- (ii) Formulate procurement policies, procedures and strategies for efficient and effective management of procurement services in the Board;
- (iii) Manage procurement activities of the Board;
- (iv) Prepare plans for procurement and disposal of assets in line with the Public Procurement Act and related guidelines;
- (v) Provision of Secretariat service for the TSB's Tender Board;

- (vi) Issue approved contract documents to concerned parties; and
- (vii) Ensure assets of the authority are properly managed including updating assets register.

This Unit will be led by a Head who is equivalent to a Principal Officer.

3.7 ICT AND STATISTICS UNIT

Objective

To provide ICT technical expertise services and statistical management.

This Unit will perform the following activities: -

- (i) Coordinate and supervise development and implementation of information and communication technology systems;
- (ii) Develop and maintain Board website;
- (iii) Administer, monitor and control operation of ICT infrastructure in the Board in ensuring the use of best technology and practices;
- (iv) Monitor and improve ICT systems productivity and technology including identification of needs;
- (v) Manage ICT Systems and networks effectively and efficiently;
- (vi) Identify and establish systems standards for both software and hardware and support users to comply;
- (vii) Train and support Board's System users;
- (viii) Manage and maintain Database;
- (ix) Collect and analyse data of the Board; and
- (x) Be custodian of Board's statistics.

This Unit will be led by a Head who is equivalent to a Principal Officer.

3.8 PUBLIC RELATIONS AND COMMUNICATIONS UNIT

Objective

To create and maintain good image of the organization to the stakeholder's and the general public at large.

This Unit will perform the following activities: -

- (i) Develop, implement and review communication strategy of the Board;
- (ii) Foster media relations, and ensure that activities of the Board receive positive publicity in the media, public and private organizations;
- (iii) Manage social media;
- (iv) Manage Board website;
- (v) Build Board credibility;
- (vi) Manage stakeholder's relationship;
- (vii) Develop and coordinate implementation of Client Service Charter;
- (viii) Coordinate and handle matters relating to protocol and public relations;
- (ix) Handle protocol matters;
- (x) Manage crises communication;
- (xi) Manage content development that include blogs, newsletters and annual reports; and
- (xii) Maintain all documentaries and news productions of key events.

This Unit will be led by a Head who is equivalent to a Principal Officer.