

FOCAL POINT

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INDEPENDENCE HOMECOMING FESTIVAL

This year, 2004, Antigua and Barbuda celebrates its twenty-third anniversary of Independence. How time has flown!! Like previous anniversaries, it will be filled with pomp, pageantry and things patriotic - including the singing of nationalistic songs; wearing of the national dress; church services and the list continues. This year, however, there will be a twist to the celebrations with a 'Homecoming Festival' thrown into the mix. 'What does this mean?' you may ask. In this year of change in Antigua and Barbuda, our new Prime Minister, the Honourable Baldwin Spencer, has announced that he is inviting all Antiguan and Barbudans home for the Independence celebrations. No matter how far-flung in the world, or the length of time away from home, all Antiguan and Barbudans are invited home not only to be part of the festival, but also to see the changes with a view to seeing how they can assist in the further development of our nation. What we seek from them is an investment in their homeland, be it one of expertise, time, finance or otherwise.

Those of us living here also have our part to play in making this year's celebration a great success. Get involved, volunteer your time and services where they can be of great assistance to the National effort, begin now to help to clean up and beautify the surroundings not only your immediate property but extend your effort a little further and we will get more done. Our business sector can play a part in terms of event sponsorship and they will be afforded the added incentive of considerable tax credits for their businesses when they get involved not only in this festival but the incentive has been extended to include other local events.

The organization entrusted to put this festival together is made up of an inter-ministerial committee where the Prime Minister is taking a leading role, a steering committee and sub-committees dealing with the various events. Some beautifully designed flyers have been printed and are presently being distributed. The list of planned events follows:-

- National Independence Service
- Community Pride Programme
- Antiguan Idol & Barbudan Idol
- Independence Pan Competition
- Independence Ceremonial Parade
- Homecoming Parade
- Pride Food Fair
- Independence Banquet
- Independence Calypso Competition
- Homecoming Queen
- Independence Photo Award
- Pride Art & Craft Expo (PACE)
- Souvenir Publication
- 3rd Annual at Home Antigua Trade Show
- Youthquake
- Jubilation! (1st Annual World Gospelfest)
- Caribbean Festival Park

(Information for this piece provided by the organisers of the 'Homecoming Festival' through the kind cooperation of Mr. Bernard Gould, Senior Clerk, Office of the Prime Minister)

Quote

"Thoughts are energy, and you can make your world or break your world by your thinking."

Author: Susan L. Taylor Editor of Essence Magazine

FIRE PREVENTION

Here are a few safety tips to protect us during a fire outbreak.

1. If a dangerous fire comes close to you

- Don't panic
- Move away from the fire
- If thick smoke makes breathing difficult, cover your mouth with a dry handkerchief

2. What to do if your clothes catch on fire

- Move away from the fire
- Drop to the ground and cover your face
- Roll over and over until the fire is out

3. What to do if a friend of yours or one of your family members is on fire

- Wrap them in a blanket
- Roll them over on the ground until the fire is out

4. What can be done to protect your house from fires?

- Make a firebreak around your house. A firebreak is a barrier of cleared or ploughed land intended to stop and control the spread of grass or bush fires. A river or a road can also act a firebreak.
- Remove all rubbish and flammable material from around your house, such as dry grass, leaves and branches.
- Store flammable substances far away from your house.
- In case of an approaching fire, use sprinklers or buckets of water to keep the ground, the vegetation around the house and the roof of the house wet.
- Keep fire-fighting equipment such as water hose and fire extinguisher, easily accessible and make sure other family members know how to use them.



Source: Mr. Philmore Mullin, Deputy Director of NODS

Cont. from: Vol II. No. 3 Newsletter dated April, 2004



ANTIGUA AND BARBUDA FREE TRADE AND PROCESSING ZONE

The Antigua and Barbuda Free Trade and Processing Zone was established by an Act of Parliament in 1994, based on the legal foundation enacted twelve years earlier, which set guidelines for the establishment of International Business Corporations in Antigua and Barbuda. The Free Zone is administered by a Commission, empowered by the Free Trade and Processing Zone Act No. 12 of 1994, to function as a private enterprise.

The Free Trade and Processing Zone is part of an initiative undertaken by the Government of Antigua and Barbuda to diversify the economy of the State. The organization is mandated to attract investment in the areas deemed to be of priority by the Government for the economic development of Antigua and Barbuda. We offer attractive investment conditions, an enabling environment, professional and courteous service to all who come through our gates in order to facilitate mutually beneficial corporate partnerships, all within a warm and friendly tropical climate.

The Antigua and Barbuda International Institute of Technology (ABIIT), a subsidiary of the Free Trade and Processing Zone, offers specialized training in Information Technology. ABIIT which is a modern state-of-the-art Information Technology (IT) College, was recently declared a Centre of Excellence in Information Technology in the Caribbean. Our goal is to ensure that Antigua and Barbuda becomes a leader in the field of Information Technology both regionally and internationally.

THE FOUR GOALS OF THE FREE TRADE AND PROCESSING ZONE

To ensure that Antigua and Barbuda achieves the Government's objectives of diversification and export led growth. The objectives of diversification include:

- a reduction in the vulnerability and risk related to a one crop economy - tourism and the creation of transfer of technology for a diversified source of employment and foreign exchange.
- to develop a bi-focal economy and to forge domestic linkages which guarantee sustained and balanced growth.
- to contribute to the country's economic growth and development and to ensure efficient utilization specifically of the resources of capital and labour.
- to become internationally renown for excellence in Information Technology, Administrative Efficiency and Related Services and Products.

More to come in the Next issue of Focal Point

Source: Mr. Vere Murphy, Commissioner Free Trade and Processing Zone

Antigua and Barbuda Wins it's Super 8 Bid

On Tuesday July 13, 2004, Antigua and Barbuda, along with seven other selected venues, the entire Caribbean public and cricket loving fans throughout the world, was on a feeding frenzy as the allocation of matches for the much-anticipated Cricket World Cup 2007 was announced.

Having successfully negotiated the difficult and rigorous bid process; meeting all the technical and financial commitments and deadlines, members of the Antigua and Barbuda Bid Unit (and the country at large) was anxious to find out whether we would attain our preferred package. All bidding nations were asked to identify their preferred packages, with the knowledge that by committing to be a part of the bidding process, and signing the critical "Host Venue Agreement" in their bid submission, that all countries were legally bound to accept which ever package the International Cricket Council (ICC), its subsidiary ICC Cricket World Cup West Indies 2007 (CWC WI 2007) and the West Indies Cricket Board (WICB) decided in their collective wisdom would be best for the overall logistics and profitability of Cricket World Cup 2007.

The minimal cost/maximum revenue package and by far the most beneficial to Antigua and Barbuda was the Red Super 8. The Red Super 8 was presented as the preferred package for Antigua and Barbuda in the bid submission and the follow up venue verification assessment. Much to our delight, the ICC, WICB and CWC WI 2007 Inc, indicated their wholehearted agreement of Antigua and Barbuda's bid effort based on the Bid Unit's **great level of research, analysis and objective decision-making that drove Antigua and Barbuda's approach**. Antigua and Barbuda was rewarded with Red Super 8 package.

With a proposed new cricket stadium development of a maximum of 20,000 seats and an existing level of accommodation of 3,500 rooms, there were a number of factors that affected the decision-making process. The objective was to seek to win the package that offered maximum financial returns by maximising revenue expected in 2007 and more importantly minimising the costs to prepare the country during the three years leading up to and during the event. The best package for Antigua and Barbuda also had to be considered against the reality of the capacity of the country in terms of accommodation, air and ground transportation, general infrastructure and other facilities, human resources, financial resources and previous expertise in world games event management.

With the Super 8 matches likely scheduled for mid March – mid April 2007, Antigua and Barbuda can expect to host 6 matches between the top eight teams over a period of 24 days. Antigua and Barbuda will get three of the largest matches played in that round of the tournament. It is likely that at least two of the teams in the Super 8 round will be based in Antigua and Barbuda, with these teams travelling to the other venues such as Grenada, Guyana and Barbados in order to play a total of six matches each.

Although the celebrations have taken place, the real selection will take place on September 30, 2004 when countries will receive a **"Notice To Proceed"** once CWC WI 2007 and the ICC are satisfied that each selected venue is in a position to meet all of its obligations, commitments and schedules posted in its bid document, over the next three years. The most difficult and critical part of the process is taking place now until September 30, 2004, when the Antigua and Barbuda World Cup Inc. must prepare the most detailed of programmes and put all financing and other resources in place for the three year developmental period, thus laying the groundwork for efficient, effective and smooth preparations for World Cup 2007.

Source: Ms. Lorraine Headley, Corporate Secretary, Antigua and Barbuda World Cup Inc.



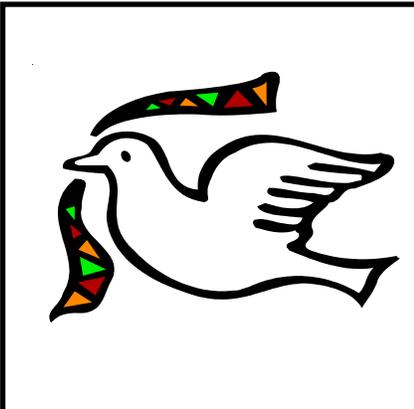


Things to Know

The Press is one of the most powerful organizations in society. It acts as a liaison, a link, if you will between 'Joe Public' and every facet of society that is not their own. The work done by the Press is actually the opening of a window onto a whole new world. Their real strength lies in their ability to form and shape opinions in society. Many, if not most happenings would never come to light if it were not for the action of the Press. We have enacted a number of laws in an effort to police the Press and to hold them accountable for their actions. The framers of our Civil Service Regulations clearly saw the importance and the power of the press in our society and made specific note of the relation between Public Officers and the Press.

45. (1) Without derogation from the provision of section 10 of the Act and subject to paragraph (2), an officer shall not –
- (a) act as editor of any newspaper, magazine or periodical or take part directly or indirectly in the management thereof; or
 - (b) contribute to, whether anonymously or otherwise, or publish in any newspaper, magazine or periodical or otherwise cause to be published in any manner, in Antigua and Barbuda or elsewhere, anything which may reasonably be regarded as being of a political or administrative nature;
 - (c) accept to be interviewed by any person on questions of public policy or on any matter of a political or administrative nature or on matters affecting the administration or the security of any state or territory; or
 - (d) speak in public or broadcast in any way on matters which may reasonably be regarded as of a political or administrative nature.
- (2) The provisions of paragraph (1) shall not apply to –
- (a) an officer acting in the pursuance of his official duties and with prior permission of the Commission;
 - (b) statements for publications of factual and technical information made by a Permanent Secretary, Head of Department or other senior officer authorized by the Commission.

(Taken from the 'Antigua and Barbuda Civil Service Regulations 1993, No. 1)



GONE TOO SOON

On May 13th 2004, we lost one of our old soldiers, a veteran Civil Servant in the person of Mr. Norman Delvin Southwell. He began his career as a teacher and ended it as the Head of Social Security Scheme where he was forced into early retirement due to illness. After retirement, he lived for many years a life of quiet strength. God bless those who are left to mourn.

"We don't get to choose how we are going to die, or when, we can only decide how we are going to live **NOW!**"



Free Membership - Not An Elite Club

The Caribbean Single Market and Economy (CSME) has been largely characterized by the word “FREE.” The Community strives to be free from all barriers, obstacles and restrictions, that may in anyway impede, frustrate or taint the movement of good, services, capital and labour across the Region, in the conducting of intra-regional exchanges. This article examines free movement of labour and seeks to dispel the web of myths, which have been spun around this initiative.

We have heard it broadcasted on our airways – the concerns of the citizens of this country as to the negative implications of the CSME, and the free movement of labour across borders. It is believed that the implementation of obligations under the CSME will bring with it an influx of people from around the region, descending upon our island like vultures, tearing apart an already fragile economy. “Antigua is too small for so many people!” “We are already providing for so many foreigners!” “People are going to come in and take our jobs, when Antiguans need work!” “The five categories of persons eligible to move, seek to create an elite club!” These are the sentiments we hear being expressed, when the topic of the free movement of labour arises.

Under chapter three of the Revised Treaty of Chaguramas, the free movement of persons across the Region entails: the removal of work permits for university graduates, media workers, sports persons, musicians, artists, managers, supervisors and other service providers. Under the CSME, these persons will be able to travel to Member States with only a Picture ID and, in some cases, an Inter-Caribbean Travel document complete with photograph. It also includes the freedom to leave and to re-enter any member state of their choosing and also to have access to property either for residential or business purposes.

Antigua and Barbuda is quite unique in that we have a wider cross-section of Caribbean Community (CARICOM) Nationals, who resides here and makes up 40% of our labour force population. Naturally the belief is that this situation will be intensified under the CSME.

However, the provision for free movement of labour is not an initiative, which should be feared, it should be recognized that people have moved throughout the region since time immemorial in search of greater opportunities. The movement of people is nothing new, people have always moved, and would have continued to do so even without the development of the Single Market. The CSME only seeks to make easier an individual’s quest for a better life through the elimination of restrictions that hinder this movement.

The movement, which will take place, will not be “helter-skelter.” Persons, who move, do so because they perceive that there are greater opportunities to be gained in another territory. CSME will not be opening the flood-gates, creating an influx into the country, individuals will not move for the sake of moving, the categories of persons who will be moving will be doing so in order to take up employment and for other legitimate purposes. Businesses will be given access to the best human resources and technology from across the region. Individuals will be provided with greater opportunities to travel, study and work. The level of education and development of our human resources will also be raised as a result of the free movement initiative.

It is therefore the responsibility of citizens of the Region, of Antigua and Barbuda to view these provisions as an avenue whereby they are able to reap greater benefits. With the implementation of the CSME, Antiguans and Barbudans are provided with the opportunity to extend their immediate environment – look beyond the confines of their national boundaries. No longer is the citizen’s space 108 square miles or 62 square miles. Our environs have been extended to represent the entire region encompassing both landscape and seascape.



Things to Know

In recent months, there has been much discussion about Civil Servants being engaged in “private work.” Therefore, the Establishment Department has seen it fit to publicize the regulation as it relates to Civil Servants’ and private work.

43. (1) In this regulation “private work” means work which is not carried out for the Government and which is carried out by an officer for his personal gain outside Government duties and includes engagement in commercial and agricultural activities.

- (2) A public officer who seeks to carry out or carries out private work shall comply with the provisions of paragraphs (3) and (4).
- (3) An officer who carries out private work shall ensure that –
 - (a) the private work is not carried on during the hours of work stipulated in regulation 37;
 - (b) the private work does not bring the officer or the Government into disrepute or hinder, conflict with or in any way affect his duties;
 - (c) the private work does not require the officer to use his official position to obtain a private benefit.
- (4) Every officer shall, on appointment, inform the Commission of any private work he carries out and if the Commission considers that such work is a contravention of this regulation, the Commission may –
 - (a) direct the officer to discontinue the work;
 - (b) impose such conditions on the officer as are necessary to ensure that the private work done by the officer is not in contravention of these regulations.

Taken from the ‘Antigua and Barbuda Civil Service Regulations 1993, No. 1’

BIRTHDAYS

This quarter, the Establishment Department has a lucky thirteen staff birthdays to celebrate.



Happy Birthday to you!



Irma James
 Jarrett Knight
 Shomora Farrell
 Arnold Graham
 Fiona Lewis
 Paula Smith
 Ernetta Lewis

Jean-Marie Browne
 Jessel Edwards
 Farrel Charles
 Avonelle Roberts
 Cyd-Charisse Elabanjo
 Barbara Benjamin

BRAINTEASERS

CLUEWORD

Answer each clue with a **THREE** letter word.
Take the **THREE** answers in each group and use their **NINE** letters to make the special **CLUEWORD**.

1. Snake-like fish
 Male sheep
 Rowdy crowd

CLUEWORD: (Worth remembering)

2. Weapon
 Spanish cheer
 Noise of a cow

CLUEWORD: (Speech by one person)



STRANGE CHANGE

There is a pattern about the word change below. Can you work out what it is and discover the missing word?

BANJO becomes **FERNS**
FIZZY becomes **KNEED**
 What does **CHAIN** become?

REMEMBER.....

“Treat your colleagues as customers. Do work which meets the requirements of your colleagues. Otherwise you will have to re-work.”





Patrick Cleofoster Whyte was born and raised on the lower Dickenson Bay Street to the proud parents of Olive and Alfred Whyte. He attended the Point Government School which was later renamed the Villa Primary School. His secondary education was nurtured at the Princess Margaret School.

Mr. Whyte first entered the Service in 1963 as a Stores Clerk and later served as Paymaster at the Public Works Department before resigning in 1968 to take up employment with the British American Insurance Company until 1972. He worked for a brief period as Sales Manager at Bottlers Antigua Ltd., also known as "Fruitee" before re-entering the Service in July 1973, as a Community Development Field Officer attached to the Ministry of Education. The Sports Division was established that same year and Mr. Whyte was assigned duties as a Sports Assistant. He has progressed up the ranks to his present position of Director of Sports in 1993.

The following is an excerpt of an interview conducted by Focal Point (FP) with Mr. Patrick Whyte (PW) prior to him embarking on leave prior to retirement.

FP: How did you end up in sports?

PW: "I was exposed to the sporting arena from the tender age of seven (7) years and after that, I developed a love for sports generally. I do recall watching my first major cricket match in 1953. It was the Leeward Islands V England. If I remember correctly, the Leeward Islands team were mauled. They lost by an inning; but the only details which readily spring to mind, are the English captain's Len Hutton's knock of 82 and the Leeward Islands score of 38 in one of their innings."

FP: What sports do you play?

PW: "I have played cricket at school, with the Parish Cricket League and with the Villa Club. I have also played football at the community level and one second division appearance with a team called Rovers. For a while I experimented with playing the steel pan, but I never followed through with it. Perhaps I should have."

FP: As Director of Sports, what were you most instrumental in accomplishing?

PW: "I would say that I was most instrumental in developing the Government's Sports Programme in Schools; the restructuring and conducting of sports and physical education; supervising the management and re-development of the Antigua Recreation Grounds from shacks and sheds and a water catchment outfield to what it is currently; and; the establishment of a National Sports Awards Programme; and tabling of a draft National Sports Policy."

FP: How would you highlight your professional career at the Sports Division?

PW: "In addition to the above, I would also say that when properly scrutinized the facts will reveal that I contributed in a big, big way to the following:- (i) the establishment of the Sports Programme at the ABS radio and television when I was Sports Editor from 1973 to 1979; (ii) the solid base that Sports in schools have established to hundreds of youths who might have faltered academically; and the service that I have rendered to several National Sports Associations in various capacities."

FP: Have you been a member of any sports associations/clubs?

PW: “Yes, as a matter of fact, I was the Area Vice President of the West Indies Cricket Umpire Association with responsibility for the Leeward Islands from 1975-2001. Except for 1985-86, I served as President of the Leeward Islands Cricket Association from 1975-2001, and I have also served on the Antigua Cricket Umpire Association.” Additionally, I am a fully qualified West Indies Cricket Umpire having successfully passed Associations exams: final written (1974); oral and practical (1975). Presently, I am now in my second term as President of the West Indies Cricket Umpires Association. I have also served as Vice President of the Antigua Football Association, Assistant Secretary of the Antigua Cricket Association and Secretary of the Villa Cricket Club.”

FP: What would you say are your achievements on a personal level?

PW: “I would say that three of my most satisfactory personal achievements would be: firstly, doing commentary on cricket, football, netball and boxing as early as the 1960’s. Secondly, I played a fundamental role in giving ABS Radio its sports foundation. Prior to 1973, there was no local/regional sports news on radio, we only heard the occasional BBC sports round up. Today, when we listen to or watch the news package on the radio or television Sports News is a prominent component. Thirdly, the National Sports Awards programme.”

FP: In retrospect, do you have regrets? If so what are they?

PW: “I would not call what I am about to say regrets, but rather unaccomplished tasks. Firstly, it was always my desire and intention to see the construction of a truly multi-purpose National Sports Facility. Secondly, the adoption and implementation of a National Sports Policy, and thirdly, the establishment of a National Lottery for Sports and a strict **No Bottles Allowed Policy for ALL major sports venues.**

FP: As you proceed on pre-retirement leave and you reflect on your Civil Service career, what words of wisdom would you like to share with the rest of us?

PW: “Set clearly defined goals, then pursue them steadfastly. Do not be easily distracted or deterred by obstacles that may present themselves. Remain focused and committed. Even though the journey may be dark and troublesome at times, press on until you see light at the end of the tunnel. Always give the best of oneself, to thine own self be true, be contented and humble.”

FP: What are your plans after retirement?

PW: “For now I intend to enjoy my leave. While doing so I will examine my options. I still have a strong passion for all sports and I intend to continue this love affair with sports, be it in the field of facility management, or the print or electronic media, when my retirement kicks in.”

THANK YOU!

SPECIAL THANKS TO ALL THOSE PERSONS WHO HAVE CONTRIBUTED TO OUR NEWS-LETTER. SPECIAL MENTION IS MADE OF **MR. PHILIP ASHTERMAN** AND THE STAFF AT THE GOVERNMENT PRINTERY FOR THEIR ASSISTANCE AND COURTESY EXTENDED TO FOCAL POINT IN THE PAST.

THANKS!

CSME Cont'd

Each citizen of the Region can benefit from the CSME. It is up to us to raise our game and strive for excellence to ensure competitive advantage within the Single Market and the globalised world. Education, an entrepreneurial spirit and creativity are essential tools in ensuring survival within the Single Market. This broadened horizon lends itself to market diversification and a move towards creating niche markets, new areas for trade, while improving upon existing sectors and products.

We all have a share, and are owners of the CSME. It is this, which must be recognized by citizens of the Community, since it exists in order to serve the people. As owners, it should be our prerogative to ensure that this works to our advantage. The Single Market has no very important people (v.i.p) list or elitist membership, it is for all, and holds opportunities for all. So we should step up and position ourselves to readily claim what the CSME has to offer.



Source: Ms. K.R. Baltimore, Research Officer, Antigua and Barbuda CSME Unit

EVICTING THE ENEMIES THAT LIMIT OUR POTENTIAL

We were not born to be weak-minded or fearful. However, as we progressed in life, fear becomes a mental crutch; and is usually brought on by our experiences, by the media and by our circle of influence. All of our dreams, ambitions and relationships can be totally destroyed, if we allow fear to permeate our lives. **FEAR** is one of the major enemies that reside within us that must be evicted soonest.

INDIFFERENCE is another enemy that can destroy us, if left unchecked. This condition has a magnificent potential of **NEVER** allowing us to reach our goals and fullest potential.

Another enemy, **INDECISION**, is the great deceiver of opportunity and time. If given the environment to thrive, it will rob us of a better future.

DOUBT, a formidable enemy will also destroy our life and any chance of success. All of us, at one time or another, doubt the past, doubt the future, doubt each other, doubt the Government, doubt the possibilities and doubt opportunities that have been presented. Worst of all, all of us doubt ourselves. Get rid of doubt, before it gets rid of you!

WORRY, another internal enemy, create havoc with our health, our relationships and our finances – in fact, every aspect of our lives. Whenever, worry attacks you, don't be afraid to defend yourself from its vicious arrows.

A final enemy to be aware of is **OVER-CAUTION**, which is a timid approach to life. Timid people don't advance, don't get promoted and are always overlooked. Avoid over-caution at all cost.

Whatever is keeping you from your goals and dreams, develop the courage to fight whatever is holding you back. Be courageous in your life because you are the creator of your future.

Source: Ms. Debra Joseph, Computer Programmer/Analyst, Statistics Division

Did you know ??

There is no doubt that crime has been on the increase this year. Below are a few startling stats on reported incidents of crime in Antigua and Barbuda in 2002 and 2003. What will the 2004 crime statistics reveal?

<u>TYPE OF CRIME</u>	<u>2002</u>	<u>2003</u>
Murder/Manslaugther	5	6
Larceny	859	891
Burglary	1,383	1,100
Drugs Possession and Trafficking	206	210
Rape and Indecent Assault	53	60
Minor Offences	4,651	5,571
TOTAL	7,157	7,838

Source: Royal Police Force of Antigua & Barbuda

Statistics provided by: Information Systems Section, Statistics Division



December is observed worldwide as World AIDS Month. To date there is still no known cure for HIV/AIDS. The measures that we can adopt to prevent the spread of HIV/Aids and other sexually transmitted infection's (STI's) include education,precaution and abstinence.

<u>SEXUALLY TRANSMITTED INFECTIONS REGISTER</u>		
<u>2002-2003</u>		
<u>INFECTIONS</u>	<u>2002</u>	<u>2003</u>
Syphilis	74	42
Hepatitis B	13	2
Herpes Simplex	3	47
HIV/AIDS	38	18p
Gonococcal Infections	9	53
Other Venereal Diseases	50	38

p - Probable

Source: Health Information Division

Statistics provided by: Information Systems Section, Statistics Division

RETIREES

“Far away there in the sunshine are your highest aspirations. You may not reach them , but you can look up and see their beauty, believe in them, and try to follow where they lead.”

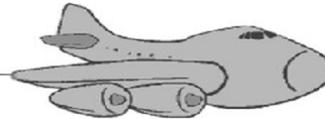
Louisa May Alcott

Best Wishes!

Ashley George
Avernella Thomas
Elma Benjamin
Ruby Lawrence
Pauline Daniel
Maurice Joseph
Roy Abercombe
Milton Davis
Nathalie James

Postal Officer, General Post Office
Principal I, Education Division
Chief Pharmacist, Medical Division
Assistant Teacher II, Education Division
Principal Assistant Secretary, Ministry of Labour
Inspector of Customs, Customs Division
Assistant Superintendent, Government Printery
Postmaster General, General Post Office
Senior Assistant Secretary, Legal Affairs

FLY AWAY



“Life is a marvelous, transitory adventure.” Enjoy your travels.

Rupert Blaize
Eunetta Desuza
Lora Piper
Condace Benjamin
Milinette Ambrose
Alla Jarvis
Ruby Lawrence
Eustace Phillip
Cardinal King

Chief Officer, Her Majesty's Prison
Ward Assistant, Holberton Hospital
Accounting Officer, Treasury Department
Senior Auditor, Audit Department
Senior Executive Officer, Ministry of Tourism
Petty Officer Class I, Ministry of Public Works
Assistant Teacher I, Ministry of Education
Forecaster I, Meteorological Division
Assistant Commissioner of Police, Police Division

THE ROLE OF LEADERSHIP IN THE PUBLIC SECTOR

Public Sector organisations face complex challenges emanating from changes in the environment. Such changes include the changing pace of work; diversity of the workforce; technology and economic uncertainty.

Other factors that affect public sector organisations may include:-

- political environment;
- the public's demand for improved services and;
- the need to revise all legislations.

A successful public sector organisation is committed to achieving its mission, and has had a positive impact on meeting the expectations and needs of its stakeholders. However, this is only possible if there is the leadership direction to be flexible and adaptive to change.

The role of leadership within the Public Sector, requires a paradigm shift with a focus on self-awareness, responsibility and commitment. Leadership should be able to:-

- inspire workers to embrace change;
- foresee the occurrence of problems rather than simply waiting to solve them and;
- instil confidence in workers to develop their potential.

Leadership is a shared enterprise that occurs at all levels of the organisation. In this context, middle level leadership has key roles to play in facilitating adaptation to change by communicating, analysing and interpreting information.

Therefore, the role of leadership in the Public Sector is to manage change and promote awareness by providing services (and sometimes products) to meet the public's demands. Further, by inspiring and empowering employees, leaders are able to direct the organisation in the most cost-effective way possible.

Every organisation requires ardent and skilled leaders, as everything rises and falls on leadership.

Adapted from: Dennis Drakes, Commonwealth Fund for Technical Co-operation (CFTC)



T'IS THE SEASON

Merry Christmas and a Happy New Year to all our contributors and readers. We look forward to serving you through the dissemination of Civil Service Affairs.

God's Blessings!



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Should you have articles, ideas, comments or other correspondence to share with us, please send them to Focal Point c/o Establishment Department at the address, email or Fax facilities listed above.

SAFETY FIRST

Please be careful with your Christmas candles and lights. DO NOT leave them unattended. Be vigilant of your surroundings.

Suspicious looking persons may well have a malicious agenda. No need to be paranoid, but be aware. Secure your homes, vehicles and other personal property at all times. Given the recent escalation in crimes and more particularly violent crimes in our sweet Antigua and Barbuda, it is safe to say that personal safety just jumped up a few notches on our priority list. Learning just a few self-defense techniques could not hurt and is especially important for the ladies in our community. Be your brother's keeper. Look out for your neighbour. Our insularity has been used against us by those who would seek to do us harm. Be careful and have a wonderful, safe and happy holiday season.



MERRY CHRISTMAS TO ONE AND ALL!



SORREL DRINK

(Special Caribbean Christmas Fare)



- 5 lbs Sorrel
1 tsp whole cloves
1 med. Piece of fresh ginger.
4 qt Boiling water
Sugar or sweetener to taste
Peel of one orange
5-7 Bay Leaves

Remove the red or white petals from the sorrel flower. Remove water from fire. Place the sorrel petals, cloves, Bay Leaves, orange peel and ginger in the water to steep. Cover and leave overnight. Next day, strain, sweeten and bottle. Keep Refrigerated.

Variation: Add some of our world-renown 'Cavalier Rum' to turn the drink into a liqueur. This liqueur can be kept for months without refrigeration.