**Terms of Reference**

# Mail Management Programme
# for
# Southern Provincial Council

# Table of Contents

# Abbreviations

PMS- Postal Letter Management System

SPC – Southern Provincial Council

MIS –Management Information System

DSS- Decision Support System

ESS- Executive Support System

TPS –Transaction Processing Systems

## 1.1 Introduction

Postal letter (mail) delivery process of the SPC is a manual process where some organizations use semi automated systems. Work processes of SPC totally depend on the postal system and organizations linked through the current manual letter delivery system.

However, there is no automated system to avoid current problems such as delays and inaccuracies. Therefore. SPC decided to develop an automated system to deliver and track postal letters.

## 1.2 Background and Organization Structure

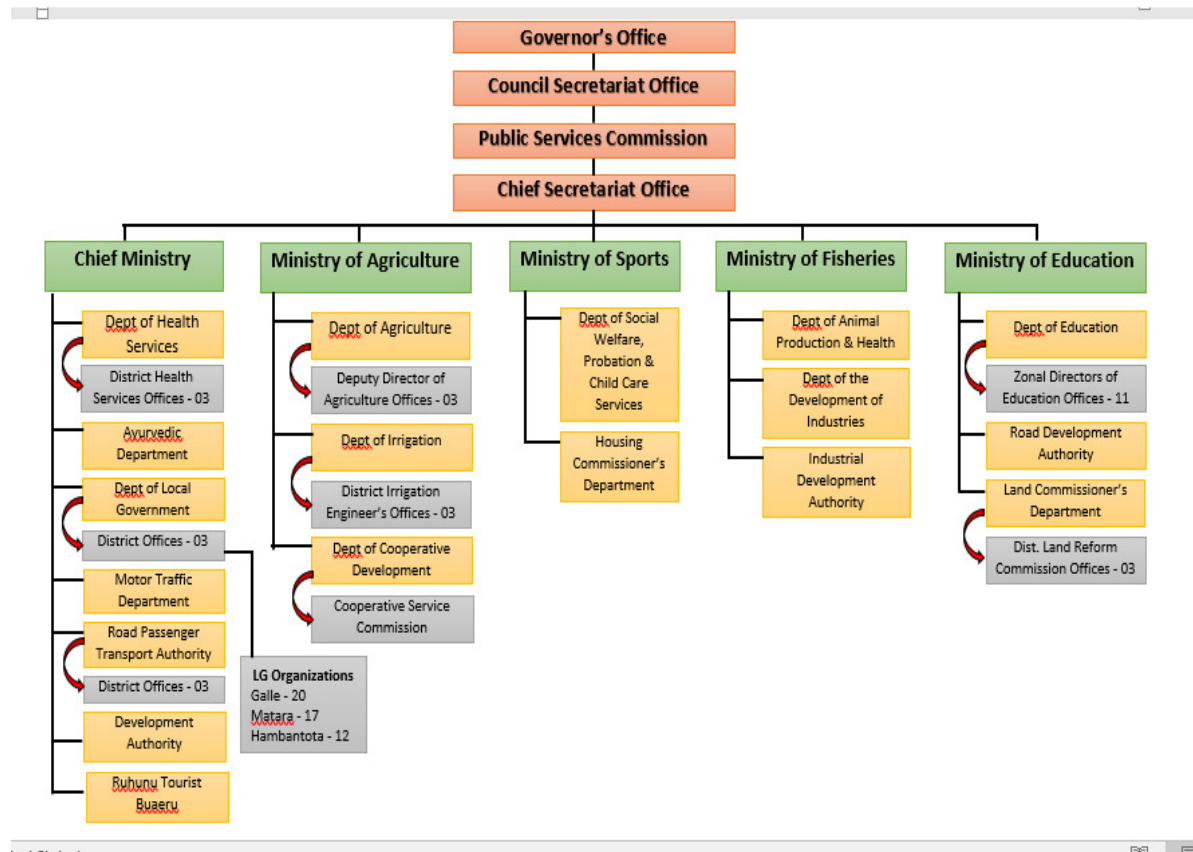Relevant organization structure for the PMS of the SPC is given below.



**Figure1.1: Organization Structure of SPC**

Services through requests are generated from the top organizational level (Governor's Office) to the bottom organizational level (Regional level) or from the bottom organizational level (Regional level) to the top organizational level (Governor's Office).

## 2.0 Current Process

### 2.1 Summary of the Current Process

Current process can be summarized as follows.

a) Each organization has its own methods / processes defined for mail management.
b) Each organizations administration branch is responsible for the mail delivery.
c) Every letter is delivered to the relevant branch or to the relevant staff office after receiving.
d) Each letter is assigned to relevant subject officer by the staff officer/ sectional head.
e) Subject officer process the request and forward the output to the recipient or to the next organization for further processing.
f) Organizations use following methods for mail delivery.
   1. Manual system – use record books for daily summary of received letters.
   2. Semi automated systems - use a system to enter letter information and keeps electronic records for delivered letter information.

In some organizations, automated systems have facilities to monitor the progress of further actions and to obtain summarized reports on mail delivery and further actions taken.

### 2.2 Problems of the Current Process

Following problems were identified in the review of current process.

a) Implemented for operational level processes of the organization
b) Only intra organizational letter delivery is available.
c) There is no inter organizational communication available other than the manual processing.
d) Only hard copy letter processing is available. If any letter is misplaced, recovery is difficult.
e) Letter tracking options are not available. It can only be done with telephone calls or other communication methods.
f) Summarized reports on letter delivery or answering is not available.
g) Progress can not be measured.
h) Statistics are not available.
i) Difficult to use these information for decision making.
j) Responsibilities are not clearly visible.

### 2.3 Effects of Current Problems

Effects of the current problems can be stated as follows.

a) Slow processes / Time wasting

b) No transparency/ can't track and find progress

c) Poor work progress due to lack of monitoring

d) Delays / failures  in Decision making

e) Loss of documents / difficult to find locations

f) Complains from public

g) Unsatisfied employees

## 3.0 Proposed System

Proposed system should be able to solve problems of the current system as mentioned in section 2.2.

### 3.1 Objectives
- Increase transparency of the mail  delivery
- Support the management for decision making by providing summarized information and graphical views
- E file processing to minimize time wasting
- Letter tracking for monitoring the progress

### 3.2 General  Description
Web based mail management system linking all organizations together  including following features.

1. Central database structure
2. Letter entry at each organization
3. Image file processing for each letter at the letter entry and process the e file instead of hard copy
4. Letter Tracking system
5. Access levels according to authorization levels
6. Public access at identified levels
7. Dash board view for  different management  levels with identified reports, statistics, graphs  etc.

## 3.3 System Summary

Current system only works for the transaction processing level of the organization. Proposed system would contain MIS and DSS Systems for the middle level of management and DSS and ESS for the top level of management . Processed information at TPS level should be the input for MIS/DSS operating at middle level which will summarize ground level information for easy decision making. Output of TPS data should be the input for middle level MIS and DSS. Summarized information from the middle level should provide input for top level decision making through ESS and DSS. Figure 5.1 will summarize the idea.
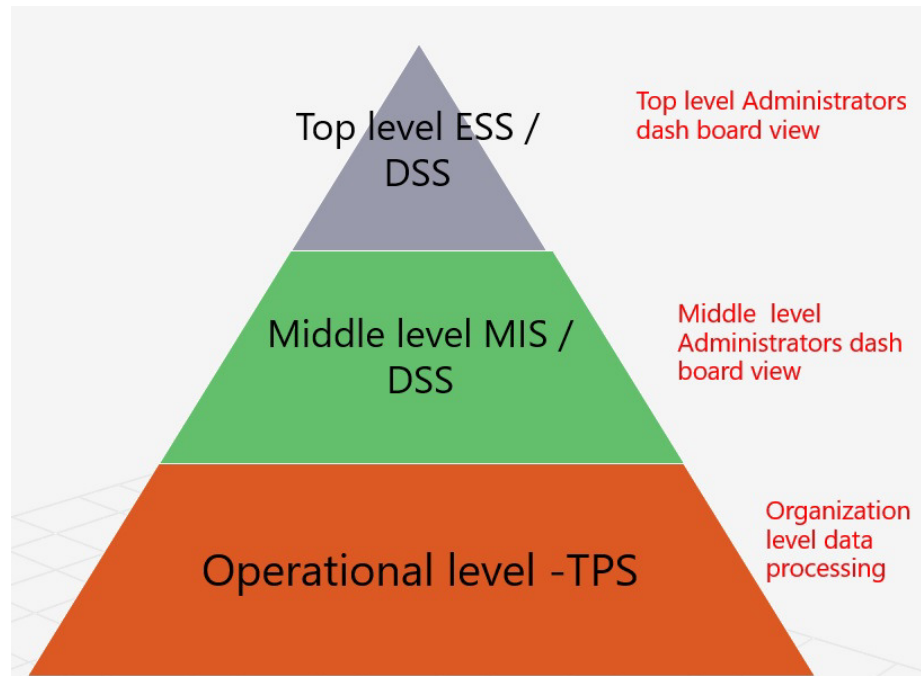


**Figure 3.1 : Proposed System in a Managerial view**

## 3.4 Process of the proposed system

Letter entry will be started at any organization. Letter will be scanned and entered into the system with selected information added to the system. Administration section of the received organization will forward the scanned letter and information to the relevant authorized person or the branch at the office. After processing at the organization, processed answer along with added new documents, notes, recommendations, approvals etc, will be forwarded to the next organization for further actions. They only receive electronic copies for processing and processing will be handled in the same way. After repeating the process till the final decision is being made, the response will be sent to the relevant authority or to the person.

Figure 3.2 indicates the letter processing process of the proposed system.
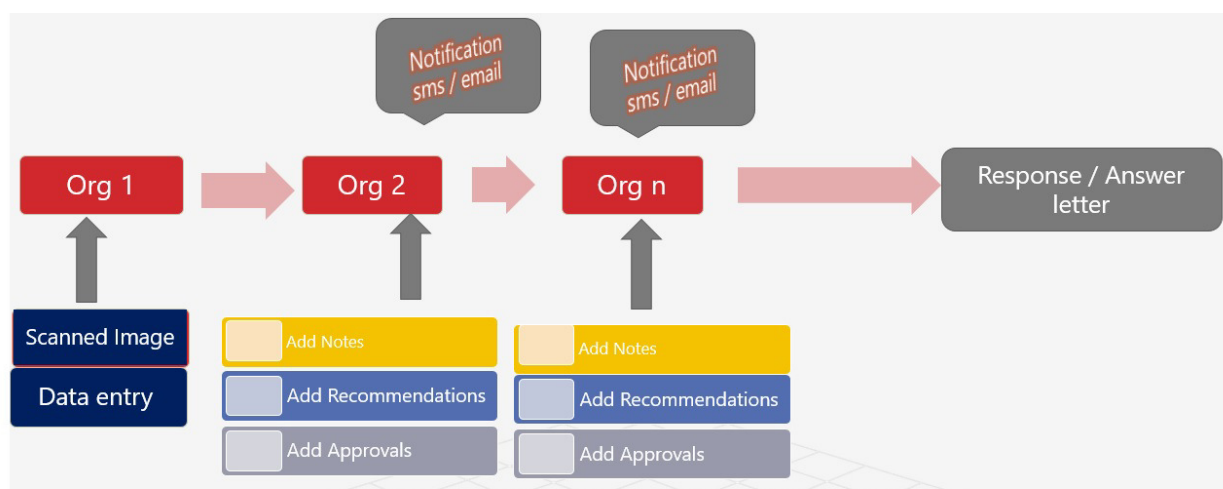
**Figure 3.2 : Proposed Process**

## 3.5 Scope of the System

### 3.5.1 General Information
The system should be developed by following phases.
- I.   Phase 1      -  Eleven (11)  top level organizations were identified for the phase 1.  as in the figure 3.3.
- II.  Phase 2      -  All other departments and authorities as per the organization chart of SPC.
- III. Phase 3     - All regional level organizations  (eg: zonal education offices, District Health Offices etc.) will be connected to the existing system.

Bids are called for the phase 1 at this level. However, the developer should identify the future requirements for phase 2 and 3. Proposed system must contain resource allocations for future extensions and the developer should present future plan along with the proposed system plan.
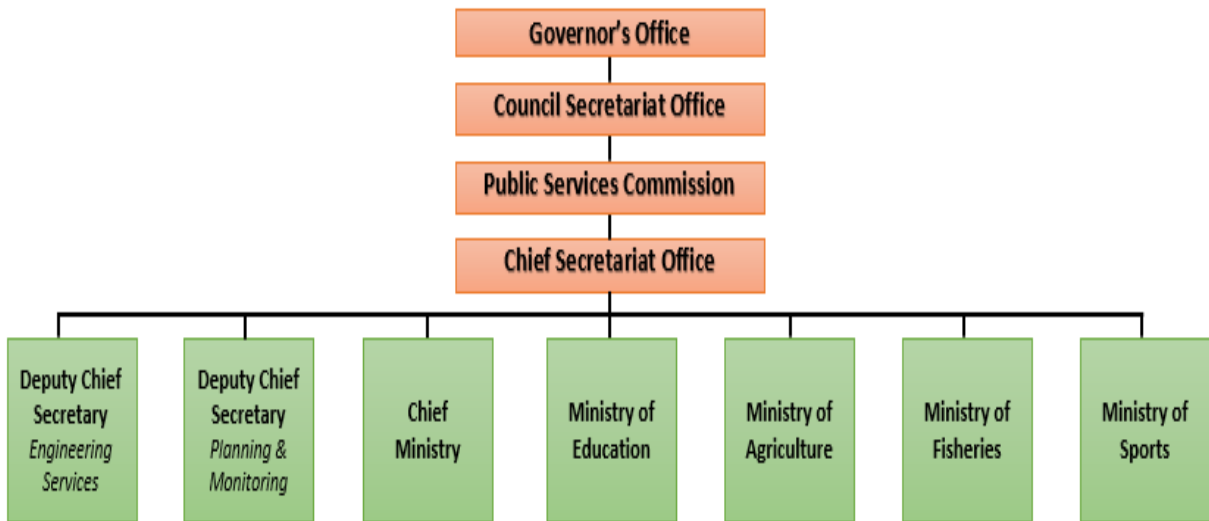
**Figure 3.3 : Phase 1 Organizations**

### 3.5.2 Sections of Organizations to be covered in phase 1

| Governor's Office | Public Service Commission (PSC) |
|---|---|
| o Secretary <br> o Establishment <br> o Accounts <br> o Administration <br> o Legal & Appeal | o Secretary <br> o Establishment <br> o Accounts <br> o Exam |
| **Chief Secretariat** <br><br> o Chief Secretary <br> o DCS (Admin) <br> o DCS (HRM & Training) <br> o DCs (Financial Management) <br> o Establishment <br> o Personal <br> o Administration <br> o Development <br> o Accounts <br> o Finance <br> o Budget <br> o Accounts and Payments <br> o Legal <br> o Information Technology <br> o Statistics <br> o Supply <br> o Internal Audit | **Deputy Chief Secretary  (Engineering Services)** <br> o DCS (Engineering Services) <br> o Establishment <br> o Accounts <br> o Planning <br> o Buildings |

| | |
|---|---|
| **Deputy Chief Secretary (Planning & Monitoring)**<br>   o DCS (Engineering Services<br>   o Establishment<br>   o Administration<br>   o Accounts<br>   o Development | **Chief Ministry**<br>   o Secretary<br>   o Establishment Branch<br>   o Accounts Branch<br>   o Health Branch<br>   o Planning Branch<br>   o Local Government  Branch<br>   o IT Branch |
| **Ministry of Education**<br>   o Secretary<br>   o Establishment Branch<br>   o Accounts Branch<br>   o Education Branch<br>   o Planning Branch<br>   o Media Branch | **Ministry of Fisheries**<br>   o Secretary<br>   o Establishment Branch<br>   o Accounts Branch<br>   o Development Branch |
| **Ministry of Sports**<br>   o Secretary<br>   o Accounts Branch<br>   o Establishment Branch<br>   o Sports Department<br>   o Cultural Department<br>   o Rural Department<br>   o Planning Branch | **Ministry of Agriculture**<br>   o Secretary<br>   o Establishment Branch<br>   o Accounts Branch<br>   o Development Branch |

### 3.5.3  Work plan

a) The developer should undertake to perform the Services with the highest standards of professional and ethical competence and integrity.

b) The developer  is required to:
- ➢ Prepare System Requirement Specification (SRS) in detail
- ➢ Obtain approval for SRS from SPC
- ➢ Design the system and Demonstrate a prototype to a appointed team of SPC
- ➢ Development of the system
- ➢ System Testing at SPC site
- ➢ Demonstration of the system to a appointed team of SPC
- ➢ Training of assigned users
- ➢ System Implementation
- ➢ Free Maintenance up to one year (from delivery date)

## 3.6 System Requirement Specifications

### 3.6.1 General Requirement
Following features should be included within the proposed system.

a) Web based system to link all organizations specified in the organization chart (fig.2.1).
b) System development should be done by three phases as defined in section 3.4.1
c) Process scanned image at the first level data entry
d) Data entry should be done at any of the organization. Required data should be identified in SRS. Necessary support will be given by the SPC.
e) Should be able to forward entered data, scanned images and added notes to the relevant branch within the organization.
f) Should be able to forward entered letter with relevant information to the next organization through the system without hard copy.
g) Should be able to get a notification for receiving new documents for the organization.
h) The sender organization should be able to get a notification when the receiving organization opened the case.
i) Should be able to add notes, documents, recommendations, approvals etc at any organization level.
j) Dash board views with summarized information in following forms should be available.
   i. Statistics Tables
   ii. Graphs
   iii. Categorized report modules (to be able to get customized reports)
k) Search Facility
l) Dash board views should be designed for different levels of management as per the information from SPC.
m) Different access levels should be provided for different user categories.
n) Online public inquiry management module
o) Notification /Acknowledgement /Alert systems – eg. sms, email, mobile Apps etc.
p) Process should be defined for following two main categories.
   i. Letters
      1. Normal
      2. Urgent
      3. Confidential
   ii. Approvals
      1. Procurement
      2. Dates pay
      3. Fuel
      4. Payment Vouchers
      5. Leave
      6. Foreign Leave
   iii. Personal File
   iv. Cheques

q) The reporting will have to be done graphically as well as in text/tabular form. The report generation in the proposed system would have two categories, the standard reports and ad hoc reports. The standard reports will be designed and uploaded during the implementation and for ad hoc reports; the system will have a customized Query Builder feature. In every report there must be facility to generate the report as MS Excel Sheet, or as HTML format.

r) Usability: The system should be user-friendly, with the interface and navigation simple and reliable and the system and its content quick to access

s) System security should be included in the overall process including design, development and implementation. The software must have standard security features inbuilt so that the software has all the checks and balances to ensure integrity of data and the software does not have any flaws or bugs which inadvertently or by design, permit the users to tamper, alter or modify any data without the appropriate permissions.

t) The software should provide highest degree of security in the architecture. The developer must suggest a suitable security components required in software. In case of any failure, developer shall be liable for penalty. The following are some of the security issues, but not limited to, which must be addressed in the proposal.

      i. The system would ensure that the users follow login procedures.
      ii. The access to the database should be based on the user roles of the organization.
      iii. A proper audit trail must be built within the proposed system.
      iv. SSL Certificate should be installed.

u) System should be compatible with commonly available browsers. The system must run on any screen sizes. Using modern UI frameworks for responsive design is highly recommended.

### 3.6.2 Technical Requirement
a) **Software Tools:**
    I.    Priority will be given for the use of Open Source Software tools (PHP, MYSQL etc)
    II.    Unicode fonts should be used. Sinhala, English and Tamil languages can be used wherever necessary

b) **Hardware Requirement:**
    I.    Hardware requirement analysis should be done and submit a proposal with financial considerations.

c) **Hosting Requirement:**
    I.    Identified hosting requirement should be submitted along with the plan of proposed solution. (See the section 3.8 for more information)

### 3.7 Standards to follow

I. Developer should adhere to the highest standards conforming to Word Wide Web (W3C) standards and the latest version of ICTA standards for the government organizations. Standards (Acts and Cabinet papers) for Government Web Development are also available at
http://www.icta.lk.

II. System should confirm to the standards defined in latest LIFe document.
http://www.life.gov.lk

### 3.8 Testing and Quality Assurance

I. Quality Assurance should be guaranteed for the whole system in all aspects.
II. Quality Assurance approach should be described in detail the Methodology.
III. The developer should implement all necessary security measures and adhere to the security measures proposed by Sri Lanka Computer Emergency Response Team (SLCERT) for ensuring the security of the system where the system should be immune to exploitations such as, SQL Injection; Cross-site scripting (XSS); Session/URL poisoning etc.

### 3.9 Hosting

I. The developer should submit a suitable hosting plan including relevant storage, digital signatures, backup and restore plans.
II. The storage of data of the system should be stored in a central location, which will be used by managers and employees of every organization each time they need to retrieve a document.
III. Cloud service storage solutions will be given priority.
IV. The documents should be stored in the selected central location accompanied by a series of meta data and an electronic signature that guarantees its authorship, authenticity and veracity.
V. The storage system of mail documents should be customized for each company. Restricted access should be given through a user mechanism and password. Once inside, any employee can be accessed all documents, which has been allowed for them to use without restriction.
VI. Letters must remain in the system at least five years.
VII. Archiving solution should be provided.
VIII. In order to estimate the letter count, daily and monthly letter processing were taken by random sampling of phase 1 institutions. However, it should be noted that, mentioned following are the number of letters. Each letter may contain number of pages which will

contribute to the required storage capacity. Sample of letter processing summary is added to this document to provide basic understanding on required storage capacity.

Daily letter quantity can be summarized as follows.

| No | Description | Mail Summary of a Day | | | | |
|---|---|---|---|---|---|---|
| | | Day 1 | Day 2 | Day 3 | Total | Avg (per day) |
| 1 | Governor's Office | 70 | 44 | 56 | 170 | 57 |
| 2 | Public Service Commission | 31 | 31 | 23 | 85 | 28 |
| 3 | Council Secretariat | 12 | 14 | 12 | 38 | 13 |
| 4 | Chief Secretariat | 252 | 224 | 257 | 733 | 244 |
| 5 | DCS Engineering Services | 29 | 23 | 42 | 94 | 31 |
| 6 | DCS Planning & Monitoring | 13 | 23 | 9 | 45 | 15 |
| 7 | Chief Ministry | 340 | 125 | 422 | 887 | 29 |
| 8 | Ministry of Education | 161 | 185 | 153 | 499 | 166 |
| 9 | Ministry of Agriculture | 55 | 50 | 60 | 165 | 55 |
| 10 | Ministry of Fisheries | 21 | 19 | 20 | 60 | 20 |
| 11 | Ministry of Sports | 140 | 180 | 178 | 498 | 166 |
| | *Total* | *644* | *613* | *632* | *1889* | *630* |

**Table 3.1 : Daily Letter Processing Summary**

Monthly average of letters can be summarized as follows.

| No | Description | 1 | 2 | 3 | 4 | Total | Avg (per month) |
|---|---|---|---|---|---|---|---|
| 1 | Governor's Office | 1016 | 809 | 509 | 857 | 3191 | 798 |
| 2 | Public Service Commission | 715 | 766 | 732 | 772 | 2985 | 746 |
| 3 | Council Secretariat | 124 | 164 | 106 | 124 | 518 | 130 |
| 4 | Chief Secretariat | 3686 | 3358 | 3346 | 3304 | 13694 | 3424 |
| 5 | DCS Engineering Services | 793 | 894 | 640 | 730 | 3057 | 764 |
| 6 | DCS Planning & Monitoring | 303 | 404 | 393 | 413 | 1513 | 378 |
| 7 | Chief Ministry | 3153 | 3660 | 4334 | 4599 | 15746 | 3937 |
| 8 | Ministry of Education | 4234 | 4484 | 4435 | 4139 | 17292 | 4323 |
| 9 | Ministry of Agriculture | 931 | 1127 | 1035 | 1350 | 4443 | 1111 |
| 10 | Ministry of Fisheries | 492 | 357 | 410 | 498 | 1757 | 439 |
| 11 | Ministry of Sports | 1647 | 1769 | 1675 | 1373 | 64664 | 1616 |
| | *Total* | *15447* | *16023* | *15940* | *16786* | *70660* | *17665* |

**Table 3.2 Monthly Letter Processing Summary**

Further information on letter categorization for samples of 4 months is given in the annex 1.

## 3.10 Extensions

The developer should provide provision to extend the website for phase 2 and phase 3 as mentioned in section 3.4.1.

# 4.0 System Development, Testing and Implementation

The developer is advised to develop a suitable testing and implementation plan and submit along with the SRS.

Developer is responsible for communicating and implementing the testing and implementation plan with the support of assigned SPC team.

# 5.0 System Maintenance and Training

## 5.1 System Maintenance (Software and Hardware Troubleshooting)

- Agreement should be signed for free one year maintenance and support services.
- Help desk support of 24x7.
- A supporting team will be appointed by the SPC for coordination and troubleshooting.
- Selected supporting team should be trained by the developer.

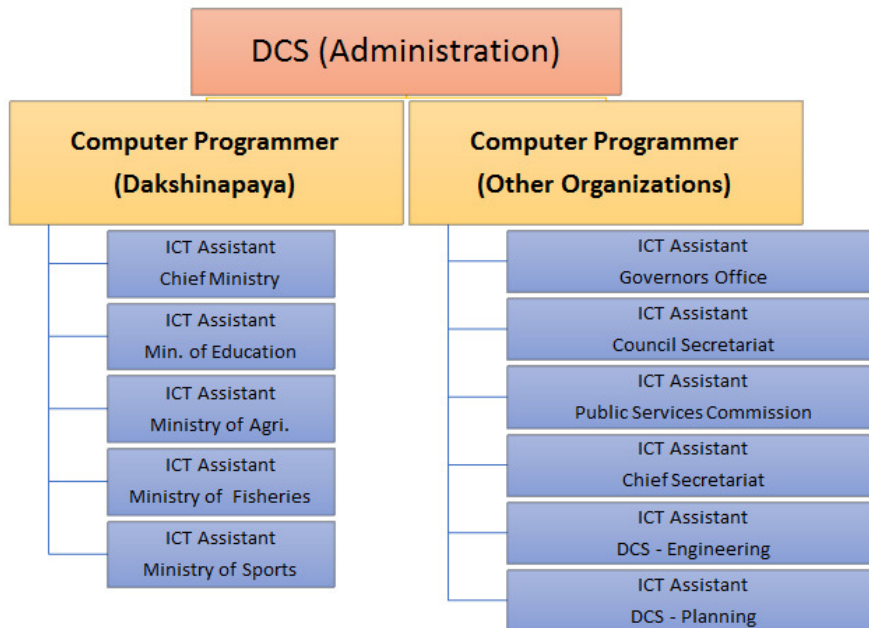Structure of the supporting team is as follows.

**Figure 5.1 : Structure of the Supporting Team**

## 5.2 System Implementation and User Groups

System user group will be selected from each participating organization and to be trained to use the system. Mail system can be used by any staff officer or supporting staff member, therefore everyone needs a user training.  User groups should be categorized as follows.

- Group 1- Top Management
- Group 2 – Middle Level Management
- Group 3- Transaction Processing level staff

Trainings shall be arranged in organization basis or user group basis. Awareness session for all users and separate technical trainings should be provided for each user group.

# 6.0    Qualifications of the Bidder

**6.1 Business Registration:** Copy of the Business Registration certificate should be submitted by the developer

**6.2 Industry Experience**(Software Development)  of the bidder should be more than five (5) years. Proof documents should be attached with contacts details of clients.

**6.3 Staff Qualifications and Experience: Role of the proposed project:**

The bidder should have adequate technical manpower to carry out this project and complete it on time. All the professionals should be employed on full time basis and their responsibilities delegated based on the standard software development team. Should have the following positions in this project with relevant qualifications and experience.

| Key  Experts (Positions) required | Minimum Mandatory Qualification | Minimum Mandatory Experience | Number of Positions |
|---|---|---|---|
| **Project Manger** | Degree from a recognized University in Computer Science or Information Technology or related subject with Professional Qualification (Recognized | Demonstrate at least 5 years' experience in similar capacity. | 1 |

| | | | |
|---|---|---|---|
| | certification in management related subjects and experience in development of government systems would be an added advantage) | | |
| **Tech Lead** | Degree from a recognized University | Demonstrate at least 5 years' experience in similar capacity. | 1 |
| **Software Engineer(s)** | Degree from a recognized University | Demonstrate at least 5 years experience in similar capacity | Pls specify |
| **GUI Designer(s)** | Degree/Diploma in IT or related subject | Demonstrate at least 5 years experience in similar capacity | Pls specify |
| **QA Engineer(s)** | Degree/Diploma in IT or equivalent qualifications | Demonstrate at least 5 years experience in similar capacity | Pls specify |
| **Support and Maintenance staff** | Degree/Diploma in IT or equivalent qualifications | Demonstrate at least 5 years experience in similar capacity | Pls specify |

**Table 6.1**

## 6.4 Government Project Experience

Developer should provide proof documents for successfully implemented government sector projects with contact details of clients.

## 6.5 Experience in Similar projects

Developer should provide proof documents for successfully implemented similar projects with contact details of clients.

## 7.0 Work Plan, Timeframe and Deliverables

Total duration of this project is 12 weeks (3 months). Work schedule of the system is given below.

| | Activity | Due date | Deliverable | Responsibility |
|---|---|---|---|---|
| 1. | Initial Meeting | One day | - | SPC / Developer |
| 2. | Preparation of SRS | 2 Weeks | SRS | SPC / Developer |
| 3. | System design | 2 weeks | Prototype demonstration | Developer |
| 4. | System Development | 5 weeks | system demonstration | Developer |
| 5. | System Testing at client site | 1 week | Test reports / feedback reports | SPC / Developer |
| 6. | Training | 3 weeks | user training / Supporting staff training/ Training documentation | SPC / Developer |
| 7. | Implementation | 2 weeks | Fully functional system with source code / user manual / user login detail | SPC / Developer |
| 8. | Maintenance | One year after sign off | Support and Maintenance Agreement | SPC / Developer |
| 9. | Sign off | 1 week | Fully functional system with relevant document | SPC / Developer |

## 8.0 Client Input

SPC  will provide the following facilities to the development team.

    a.  Appoint a supporting team for coordination (Preparation of SRS and all other stages of the development )

    b.  Arrange meetings with relevant end users and senior managers of SPC,  if the need arises;

    c.  Co-ordinate and arrange all appointments / meetings

    d.  Training Arrangements (venue and refreshments)

## 9.0 Ownership

9.1 The SPC will be the rightful owners of the Source Code and all Intellectual Property associated with the system and they will have full rights over the ways they can use these resources. The developer should provide soft copies of all source codes, databases, graphics (source file), Administrator login, passwords and hard copies of design documentations and other related documents used in the system during the handover of the project.

The system so developed will be the sole property of the SPC or any agencies designated by them. The developer will have no right to commercially use or apply the software elsewhere.

9.2 The intellectual property rights relating to the images, photos (captured by the photographers), text, artwork, design, sound recordings, software, database, and any other components developed for this project by the developer shall be the property of SPC and shall have the right to transfer such rights to the community it prefers.

9.3 Any proprietary software components belonging to the developer shall be licensed to SPC for perpetual use. The developer shall require making appropriate arrangements to make available the source code of the said proprietary software to the client in the event of either bankruptcy or winding of merger of the consultant company.

9.4 All passwords should be hand over to SPC after signing off.

 9.5 Vendor should impose the copyright and declaimer notice as specified by the SPC.

9.6All confidential information exchanged during the assignment should be treated as non-disclosable contents.

## 10.0 Bid Evaluation Criteria

| | Description | Maximum Mark |
|---|---|---|
| i. | Specific Experience of the developer company relevant to the proposed project | **(15)** |
| | a) Industry Experience | 05 |
| | b) Government Project Experience | 05 |
| | c) Experience in Similar Projects | 05 |
| ii. | Adequacy of the proposed methodology and work plan in responding to the Terms of Reference | **(55)** |
| | a) Technical Approach and Methodology | 15 |
| | b) Work Plan and Project Management | 10 |
| | c) Adaptability to General Requirements | 10 |
| | d) Adaptability to Technical Requirements | 10 |
| | e) Training Plan | 05 |
| | f) Support and Maintenance | 10 |
| iii. | Key Professional staff qualifications assigned for the project (as mentioned in section 6.3 of the TOR) | **(30)** |
| | **Total** | **100** |

The minimum score required to pass is : **70**

Developer companies who scored above 70 in the initial evaluation will be called for a prototype demonstration, as per the decision of the procurement committee.

# 11.0 Annexures

## Annex 1 – Summary of mail count for four months

| No | Description | Mail Summary Month 1 | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | |
| | | Governor's Office | PSC | Council Secretariat | Chief Secretariat | DCS Engineering Services | DCS Planning & Monitoring | Chief Ministry | Ministry of Education | Ministry of Agriculture | Ministry of Fisheries | Ministry of Sports | TOTAL |
| 1 | Normal | 799 | 552 | 102 | 3686 | 725 | 296 | 2924 | 3809 | 900 | 409 | 1510 | 15712 |
| 2 | Registered | 38 | 124 | 20 | | 68 | 7 | 229 | 423 | 30 | 80 | 135 | 1154 |
| 3 | Confidential | 1 | 4 | | | | | | 2 | 1 | 3 | 2 | 13 |
| 4 | Other | 19 | 35 | 2 | | | | | | | | | 56 |
| | **Total** | **857** | **715** | **124** | **3686** | **793** | **303** | **3153** | **4234** | **931** | **492** | **1647** | **16935** |

| No | Description | Mail Summary Month 2 | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | |
| | | Governor's Office | PSC | Council Secretariat | Chief Secretariat | DCS Engineering Services | DCS Planning & Monitoring | Chief Ministry | Ministry of Education | Ministry of Agriculture | Ministry of Fisheries | Ministry of Sports | TOTAL |
| 1 | Normal | 457 | 632 | 150 | 3358 | 813 | 404 | 3437 | 4103 | 1100 | 281 | 1623 | 16358 |
| 2 | Registered | 46 | 93 | 12 | | 81 | | 223 | 378 | 25 | 76 | 143 | 1077 |
| 3 | Confidential | | | | | | | | 7 | 2 | | 3 | 12 |
| 4 | Other | 6 | 41 | 2 | | | | | | | | | 49 |
| | **Total** | **509** | **766** | **164** | **3358** | **894** | **404** | **3660** | **4488** | **1127** | **357** | **1769** | **17496** |

| No | Description | 1<br>Governor's Office | 2<br>PSC | 3<br>Council Secretariat | 4<br>Chief Secretariat | 5<br>DCS Engineering Services | 6<br>DCS Planning & Monitoring | 7<br>Chief Ministry | 8<br>Ministry of Education | 9<br>Ministry of Agriculture | 10<br>Ministry of Fisheries | 11<br>Ministry of Sports | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **Mail Summary  Month 3** | | | | | | | | | | | | |
| 1 | Normal | 970 | 595 | 94 | 3346 | 591 | 393 | 4081 | 3978 | 1000 | 400 | 1518 | 16966 |
| 2 | Registered | 31 | 85 | 5 | | 49 | | 253 | 453 | 35 | 10 | 156 | 1077 |
| 3 | Confidential | 3 | | | | | | | 4 | 1 | | 1 | 9 |
| 4 | Other | 12 | 52 | 7 | | | | | | | | | 71 |
| | **Total** | **1016** | **732** | **106** | **3346** | **640** | **393** | **4334** | **4435** | **1036** | **410** | **1675** | **18123** |

| No | Description | 1<br>Governor's Office | 2<br>PSC | 3<br>Council Secretariat | 4<br>Chief Secretariat | 5<br>DCS Engineering Services | 6<br>DCS Planning & Monitoring | 7<br>Chief Ministry | 8<br>Ministry of Education | 9<br>Ministry of Agriculture | 10<br>Ministry of Fisheries | 11<br>Ministry of Sports | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **Mail Summary Month 4** | | | | | | | | | | | | |
| 1 | Normal | 760 | 630 | 103 | 3304 | 664 | 413 | 4439 | 3724 | 1050 | 408 | 1254 | 16749 |
| 2 | Registered | 38 | 93 | 14 | | 66 | | 160 | 410 | 30 | 85 | 117 | 1013 |
| 3 | Confidential | 2 | 1 | | | | | | 5 | | 5 | 2 | 15 |
| 4 | Other | 9 | 48 | 7 | | | | | | | | | 64 |
| | **Total** | **809** | **772** | **124** | **3304** | **730** | **413** | **4599** | **4139** | **1080** | **498** | **1373** | **17841** |