



# **MINISTRY OF THE PRIME MINISTER & CABINET**

**ANNUAL REPORT  
1 JULY 2016 – 30 JUNE 2017**





**FOREWORD FROM THE HONOURABLE PRIME MINISTER**

Hon Speaker  
Legislative Assembly of Samoa  
TUANAIMATO

Dear Mr Speaker,

I present to the Legislative Assembly of Samoa the Annual Report for the Financial Year 2016 - 2017 for the Ministry of the Prime Minister & Cabinet.

Ma le faaaloalo lava,

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Hon. Tuilaepa Sailele Malielegaoi  
**PRIME MINISTER**





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**Achievements:**

At the outset of this financial year, the Immigration Division of the Ministry that was housed at the Lober Building at Savalalo for many years, was relocated to the Fiaame Mataafa Faumuina Mulinuu II Building, to join the rest of the Ministry being housed there. Of further significance, the Ministry also opened its Office in Savaii at the Salelologa market on 28<sup>th</sup> July 2016, primarily offering immigration services and availing the Savali newspapers for the convenience of the Savaiian public who no longer have to travel all the way to Apia for these services as provided by the Ministry.

In the Ministry's pursuit of improving its service delivery and service promotion, the Ministry televised an awareness program on *E te Silafia* to clarify and promote its functional responsibilities and services available to the public. A second edition on *E te Silafia* televised a promotional video for the Recognised Seasonal Employment (RSE) scheme in recognition of 10 years of Samoa and New Zealand's partnership under this scheme and included success stories for previous and current Samoan workers that were employed under the RSE. To further strengthen this relationship with the RSE scheme, a new Liaison Officer was also recruited and placed in Hastings, New Zealand to ensure close monitoring of the Samoan workers under the RSE and provide pastoral care and support. After thorough consideration of where the Seasonal Employment Unit would be better placed in terms of its functional responsibilities, a proposal was submitted to Cabinet for the Unit to be placed under the Ministry of Commerce, Industry and Labour. Cabinet approved the proposal and as such the Seasonal Employment Unit was merged under the Ministry of Commerce, Industry and Labour, effective from 1<sup>st</sup> July 2017.

The Ministry also achieved and exceeded its revenue collection target for this financial year in collecting **\$5,351,302.92** compared to the targeted \$4,811,919 primarily from its Immigration services and Savali Newspaper.

There was also a notable increase in the outreach of government news and information via the social media pages for the Government of Samoa managed by the Press and Communications Division.

The Ministry's organisational structural review submitted to the Office of the Public Service Commission for consideration and approval in early 2016 was received in October 2016. Therein, approval was given for the separation of the Policy Unit from under the Cabinet Secretariat Division to be a standalone Division with its own ACEO. Approval was also given for the establishment of an Information Communication and Technology Division with an ACEO. Previously, there were only two IT staff that were part of the Immigration Division, and were primarily charged with the monitoring and maintenance of the Immigration border management systems. Thirdly, Cabinet approved the amalgamation of the Press Secretariat Unit and Savali Newspaper Unit as one division and was dubbed the Press and Communication Division with one ACEO. By the close of this financial year, all three newly established ACEO positions were filled and the appointees have since joined the Ministry's Management Team.

In terms of the Ministry's responsibilities in organising State ceremonies, the Ministry was proactive in organising and coordinating the annual State ceremonies and celebrations such as the Prayers and Fasting week at the beginning of the calendar year 2017 and the commemoration of the 55<sup>th</sup> Independence celebration. Additionally, the Honors and Awards ceremony was held within this reporting period in February 2017 and the Ministry was dominant in the organising of this esteemed ceremony. Last but not least, the financial year 2016/2017 culminated with the Pacific Immigration Directors Conference (PIDC) meeting being held in Apia in June 2017 and the Ministry assisted in the organisation and hosting of this important meeting.





**Challenges and Remedial Actions:**

In comparison to the previous financial year 2015/2016, the Ministry faced minimal challenges in this financial year 2016/2017.

Most of the issues and challenges faced by the Ministry previously have been addressed or minimised within the 2016/2017 financial year. These include the relocation of the Immigration Division to be housed together at the Ministry's headquarters at the FMFMII Building which has greatly improved and assisted with overall administration of the Ministry. The establishment of the Ministry's ICT Division has also greatly improved the responsiveness to staff IT needs across the whole Ministry.

The set up and opening of the Ministry's Office in Savaii offering immigration services to the Savaiian public has also allayed the influx of the public to the Immigration Office in Apia.

On the other hand, one recurring issue faced by the Ministry in this reporting period is the continuous issue with the Government Printer causing delays in the printing of the Savali Newspaper. In addressing this on-going issue, the Ministry has explored other printing companies and is currently trialling a new arrangement for printing in the pursuit of ensuring the Savali newspaper editions are printed and distributed in a timely manner.

Office space is also another growing challenge within the Ministry given the expansion of staff from filled vacancies as well as the need for document filling and storage space.

There were also on-going challenges with staffing issues for some Divisions such as Cabinet Secretariat with the addition of Cabinet Sub-Committee Meetings. Whilst the Office of the Public Service Commission considered and responded to the Ministry's organisational structure proposal, most of the positions proposed were not approved except for a few. There was also a further hold up with the funding of these newly established positions by the Ministry of Finance. Nevertheless, one measure the Ministry has actioned is to employ part time workers based on availability of savings, to assist with the work load of Divisions that have urgent staffing needs.

Despite these issues, the Ministry has persevered and managed to accomplish many milestones as alluded to above through the dedication and unwavering support of the Management and staff.

Ma le faaaloalo lava

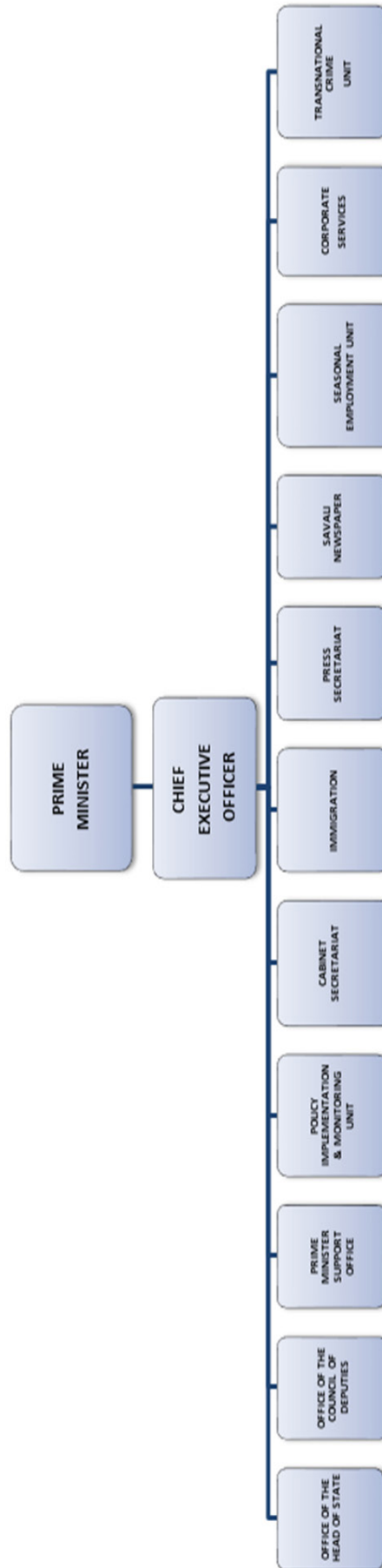
Agafili Shem Leo

**CHIEF EXECUTIVE OFFICER**





Part 1.1: Ministry of the Prime Minister and Cabinet - Organizational Structure 2016 - 2017



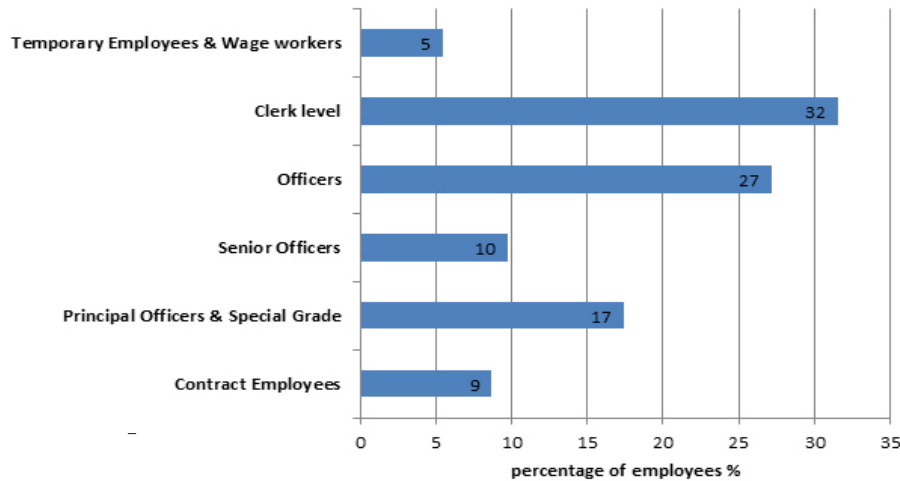


### PART 1.2: ORGANIZATIONAL PROFILE

At the close of the financial year 2016/2017, the total number of staff employed within the Ministry of the Prime Minister and Cabinet was 92.

These 92 employees were classified under Contract Employees, Principal & Special Grade Officers, Senior Officers, Officers, Clerk level and Temporary and Wage workers, as per the following chart 1.

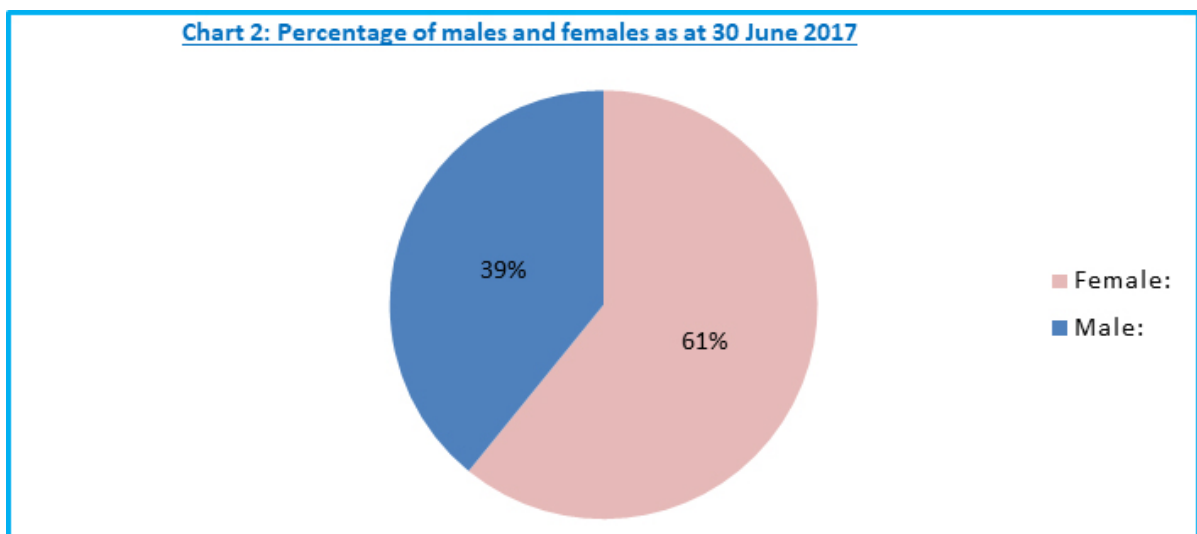
**Chart 1: Employee categories**



As depicted in the above chart, the majority of the employees (32%) are at the clerk level which include Assistant Immigration Officers, Drivers, Tea ladies and Office Assistants. This is followed by Officers who constitute 27% of the employees. Principal & Special Grade Officers make up about 17% of the employees which include the Secretaries to the Head of State and the Prime Minister. This is followed by Senior Officers making up 10% of the employees and Contract Employees make up 9% of employees which include the CEO and ACEOs and other contractual appointees. Temporary Employees and Wage workers make up 5% of the employees which include the cooks, groundsman for the Head of State and part timers for the Ministry.

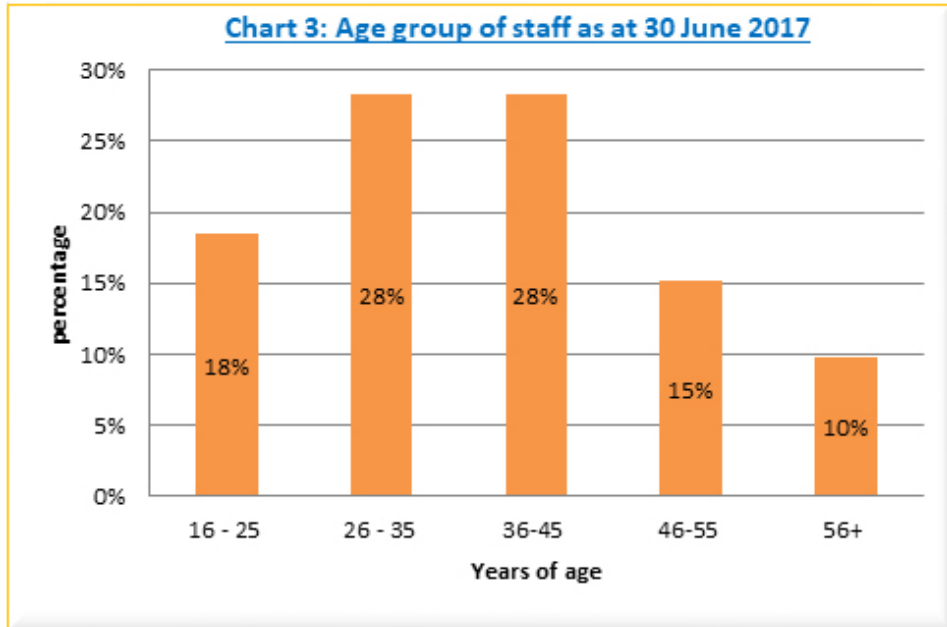
The total number of staff was predominated by females at 56 whilst there were 36 males and is represented in the chart below.

**Chart 2: Percentage of males and females as at 30 June 2017**

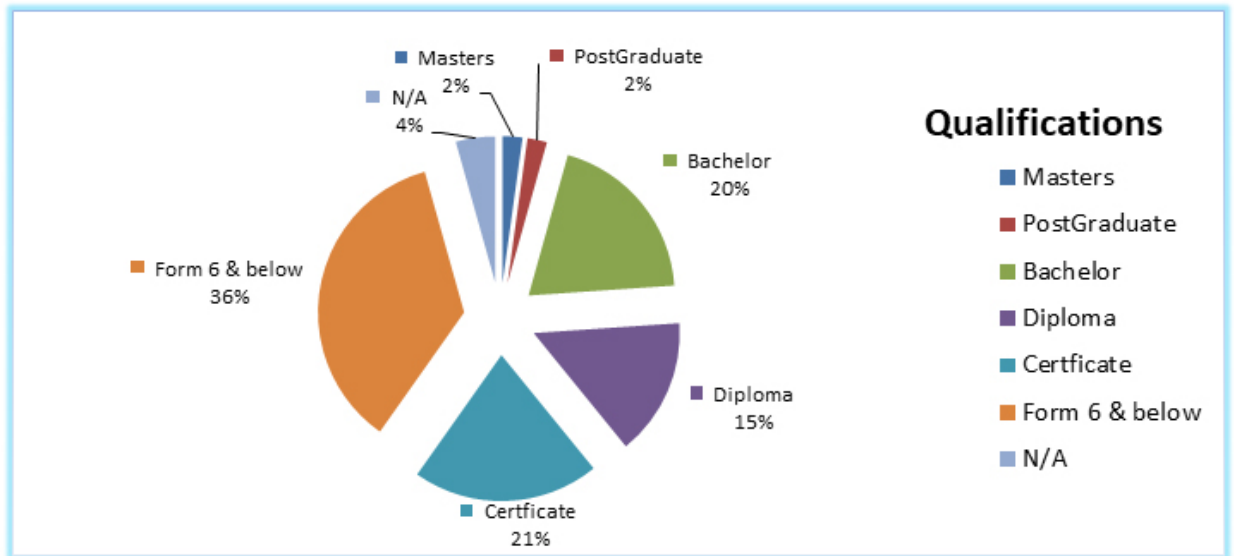


Of the 92 employees of the Ministry at the close of this financial year, the youngest employee was 18 years of age and employed as an Immigration Officer whilst the eldest employee was 79 years of age and was employed on a contractual basis as a Liaison Officer in Hastings, New Zealand for the Seasonal Employment Unit.

Majority (74%) of the Ministry’s workforce are below 46 years of age with a fair number of matured and long serving staff in their fifties and above. Chart 3 below shows the age groups of employees at the close of this financial year:



In terms of qualifications, the following chart shows the level of qualifications held by the Ministry staff at the close of this financial year 2016/2017



The highest qualification in the Ministry is a Masters degree level attained by 2 of the Management staff, followed by 2 Post Graduates degree holders at the Management and Principal Officer level. Bachelor holders make up 20% and are held by most Principal and Officer levels. Diploma holders are at 15% and 21% hold Certificates. 40% of employees completed High School diplomas whilst no academic information was available for the 4% whom majority were wage workers employed as Cooks and Groundsmen for the Office of the Head of State.





## **PART 2: FUNCTIONS OF THE MINISTRY**

### **2.1 MANDATE**

The mandate of the Ministry of the Prime Minister and Cabinet is derived from the following legislations:

- Constitution of the Independent State of Samoa Act 1960;
- Citizenship Act 2004.
- Head of State Act 1965;
- Honours and Awards Act 1999;
- Immigration Act 2004;
- Ministerial Departmental Arrangements Act 2003;
- Passport Act 2008;
- Public Finance Management Act 2001;
- Public Service Act 2004;
- Public Service Regulations 2008;
- Remuneration Tribunal Act 2003.

### **1.2 FUNCTIONS OF THE MINISTRY**

The Ministry of the Prime Minister & Cabinet is charged with the following functions:

1. Provision of support and administrative services to the Office of the Head of State, Office of the Council of Deputies and the Office of the honorable Prime Minister to ensure the efficiency in the performance of their constitutional and leadership roles;
2. Leading the whole of government policy coordination, policy development and advice on cross cutting issues at the national level and monitoring the implementation of Cabinet decisions in line with national strategic direction;
3. Provision of Cabinet secretariat roles to Cabinet and the Executive Council to enable the effective performance on their roles and responsibilities;
4. Provision of Press and Communication services for government in providing accurate and timely dissemination of government information;
5. Provision of Immigration policy advice, regulatory services relating to Citizenship and Passports, Residence, Permits and border management to ensure the protection of the national security of Samoa.
6. Administration of the Seasonal Employment Schemes for New Zealand and Australia;
7. Provision of secretariat support roles to the Honours and Awards Committee.
8. Administrative support to the Transnational Crime Unit and Facility Management Unit in the performance of their duties.

### **2.3 VISION**

To take a leading role in providing quality advice and services to the Prime Minister and Cabinet; to promote good governance, policy co-ordination and implementation in line with national strategic goals.

### **2.4 MISSION**

To provide sound, timely and realistic advice to government and support the implementation and co-ordination of relevant policies efficiently and effectively.





## 2.5 GOALS & OBJECTIVES

In the pursuit of its vision and mission, the Ministry had set off to achieve the following:

### Goals:

- Improve and maintain its leadership in government effectiveness amongst Pacific island Countries.
- Achieve excellence in the effective coordination of MPMC operations and linkages with other ministries and government agencies.

### Objectives:

- Improve coordination and monitoring of policy development across the whole of government.
- Promote good governance & accountability across whole of government.
- Strengthen Ministry statistical and financial reporting in support of good governance.
- Strengthening Executive coordination interface across whole of government.
- Support whole-of-government public sector reform.
- Develop and implement an enhanced framework to cater for prospective recruitment in overseas seasonal workers programs.
- Enhancing the protection/security of national border and partnerships with regional and international organizations.
- Strengthen the capacity of information technology within the Ministry.
- Coordinate the relocation of Pacific Immigration Directors Conference Headquarter to Samoa.

## 2.6 VALUES AND PRINCIPLES

The Ministry is fully committed to upholding the following values in the performance of its roles and responsibilities:

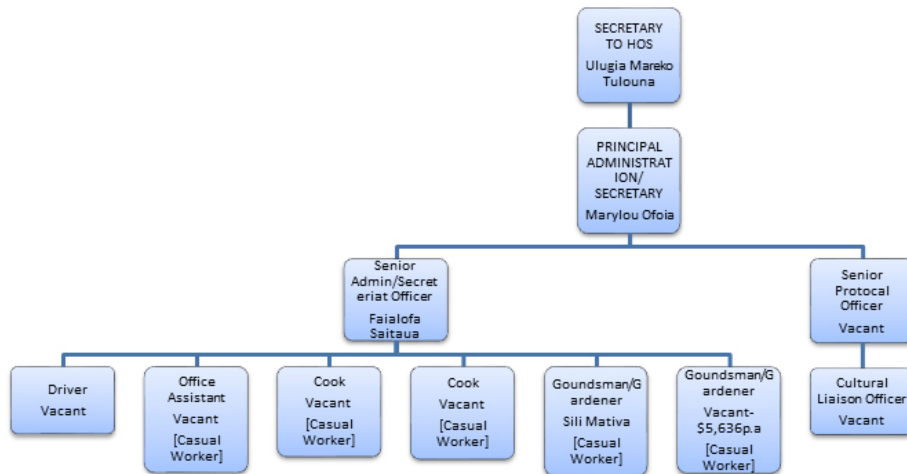
- Effective management
- Good communication
- Sound analysis and strategic thinking
- Focus on results
- Value everyone's contribution
- Integrity & Professionalism





**PART 3: DIVISIONAL PERFORMANCE FOR FINANCIAL YEAR 2016/2017**

**OUTPUT 3.1: OFFICE OF THE HEAD OF STATE**



The Office of the Head of State’s main roles include the communicating of Cabinet decisions to the Head of State for his assent, facilitation of government official documents such as warrants, presentation of credentials, coordination of official visits by foreign diplomats and organizing official functions and overseas travel for the Head of State.

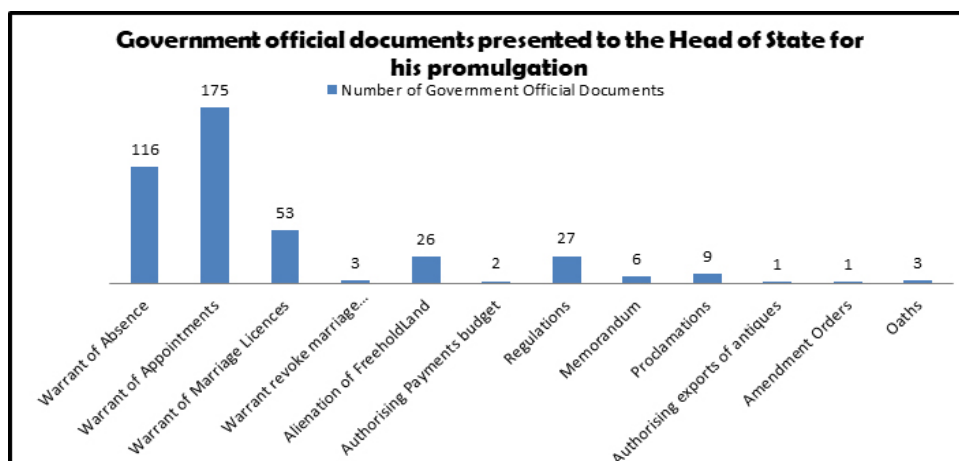
During the financial year 2016 -2017, the Office of the Head of State focused mainly on three priority areas as indicated in our Ministry’s four year strategic plan. These areas include the support services provided by our office to the Head of State in order to ensure the:

1. Timely execution of the Head of State’s constitutional responsibilities;
2. Provision of efficient, professional and responsive administrative and secretarial support services to the Head of State; and
3. Maintenance and improvement in the management of divisional assets.

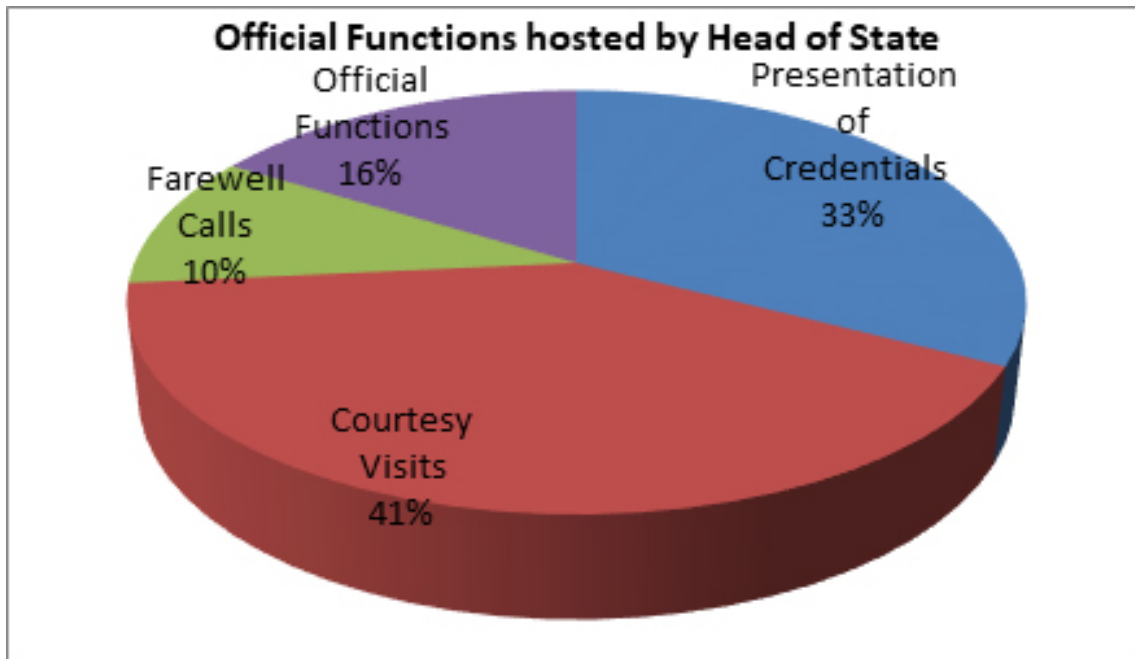
These three priorities represented the key achievements and challenges facing the Office of the Head of State during the financial year under review.

The graph below shows the number of government official documents presented to the Head of State for his promulgation during the current financial year 2016-2017.

As shown in the graph, the most frequent documents presented to the Head of State for his promulgation for this financial year were warrants of appointments.



The following chart shows the number of official functions hosted by the Head of State during the FY 2016 -2017. As indicated in the pie chart, the highest number of state ceremonies hosted by the Head of State during the period under review were the courtesy visits by foreign delegations and diplomats followed by presentation of credentials by Ambassadors and High Commissioners and official functions hosted by the Head of State for welcoming and farewell dinners for respective Ambassadors, High Commissioners and Foreign delegations while farewell calls by Ambassadors and High Commissioners bear the lowest percentage.



During FY 2016/2017, the Office also arranged six (6) official travels, four(4) personal trips and two(2) overseas medical checks for his Highness the Head of State. Furthermore, the Office undertook all administrative duties, performed secretariat role and monitored budget estimates provided to support the effective operations of the Office of the Head of State. The Office also ensured proper control and management of all assets allocated under the HOS office for effectiveness and efficiency of their existence and utilization in line with current policies and procedures.

### **Challenges and remedial actions taken**

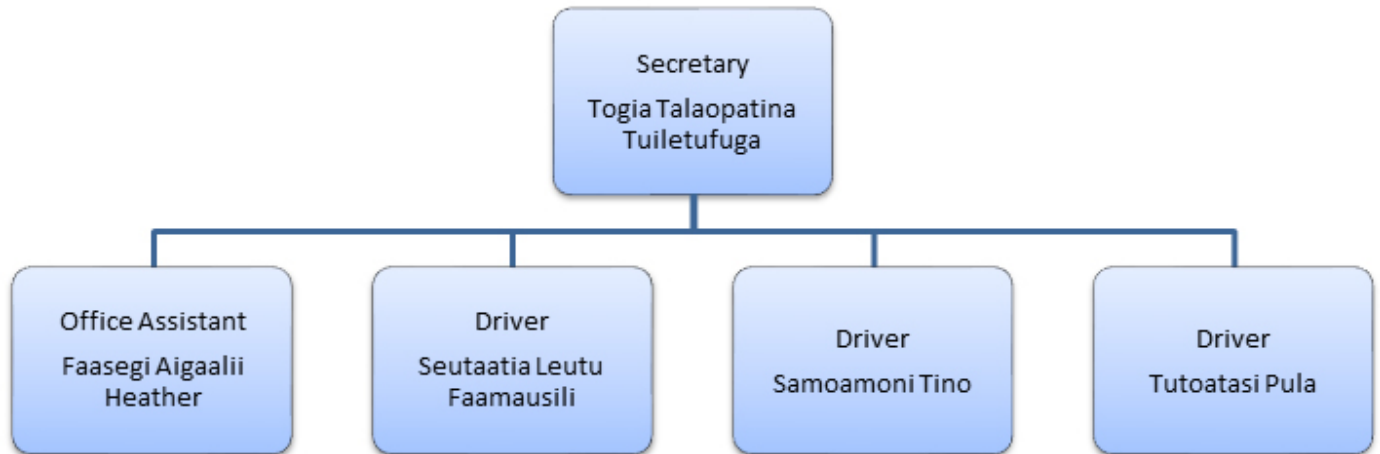
There were no major challenges for the Office of the Head of State in this reporting period. A minor challenge would be the management of the security and confidentiality of official records and information to ensure these information were handled with confidentiality and safeguard the filing of such important documents.

To address this issue, the Office had set out internal controls to manage the confidentiality of information such as:

- Limiting staff access to confidential information and records;
- Keeping hard copies of the information and records in locked cabinets and offices with clear labels and marked as confidential;
- Keeping confidential electronic information and records in password-protected database; and
- Routinely reminding staff that confidential documents should never be left on desks and that confidential information should never be discussed in public.



**OUTPUT 3.2: OFFICE OF THE COUNCIL OF DEPUTIES**



The primary role of the Office of the Council of Deputies is to provide administrative and advisory support services to the Members of the Council of Deputies (COD). These include communicating of Cabinet Decisions to the Members for their assent in the absence of the Head of State, facilitation of warrants for the Members’ assent in the absence of the Head of State, coordination of official functions hosted by the Members of the Council of Deputies, coordination of official visits by foreign diplomats and organizing official and personal trips for the Council of Deputies.

The Office of the Council of Deputies achieved the following outcomes as per its Key Performance Indicators for the financial year 2016/2017.

	2015-2016	2016-2017	OUTCOMES
Performance Measure/Indicator	Targets Achieved	Targets Achieved	
Improved administrative and secretarial support to the members of the Council of Deputies measured by the percentage of correspondences endorsed by the Members of the Council of Deputies.	100%	100%	Administrative support for the Office of the COD was executed well and satisfactorily. When the position of the Secretary became vacant due to the sudden passing of the Secretary, the Corporate Services Division assisted in supporting the Office of the COD to ensure the service and support for the COD was consistent and business as usual.
Percentage of documents facilitated and screened for promulgation by the Members of the Council of Deputies.	100%	100%	All documents for the CODs promulgation were timely and administered well.

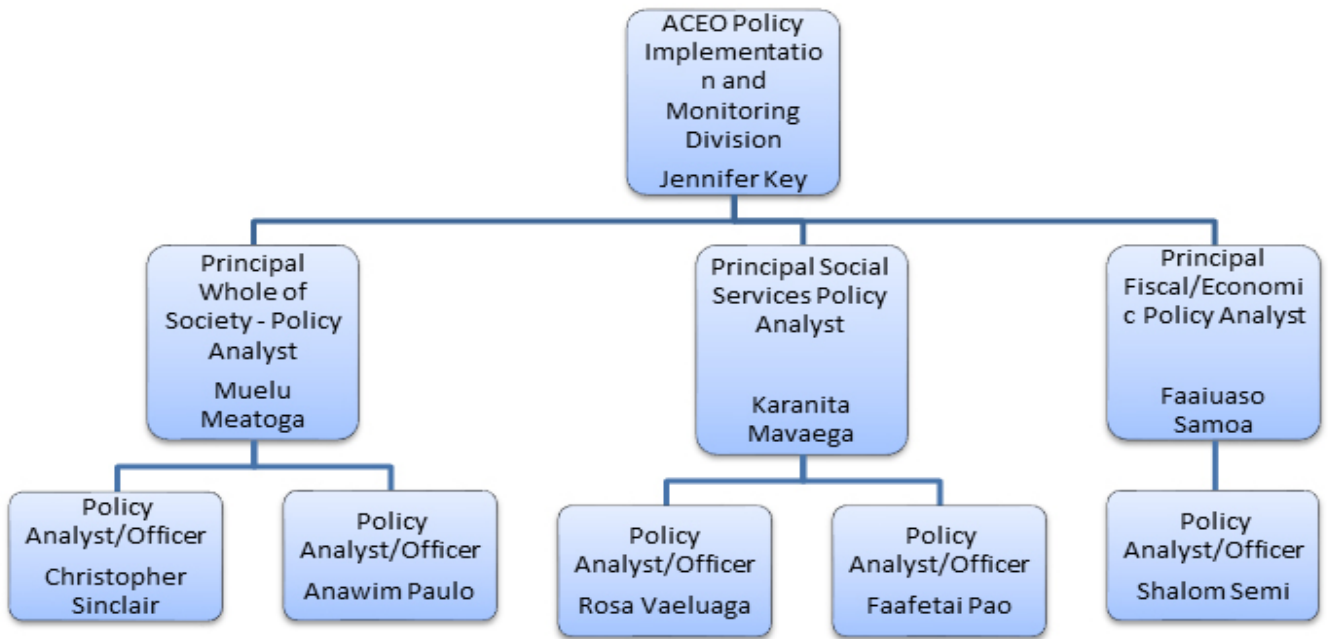




Sadly, the Secretary to the Council of Deputies passed away halfway into this financial year in January 2017 and the position was later filled in August 2017. In the meantime, the servicing of the Office of the Council of Deputies carried on with the assistance from allocated staff from the Corporate Services Division and the facilitation and support services rendered to the members of the Council of Deputies are listed in the following table:

	Total
Warrants of Appointments	3
Warrants of suspension	1
Warrants of Absence (including extended absence)	13
Overseas trips (medical)	4
Overseas trips (personal)	7
Local trips	4
Presentation of Credentials	5
Courtesy Calls	8
Walk in Appointments	66
Scheduled Appointments	121





**OUTPUT 3.3: POLICY ADVICE TO THE PRIME MINISTER**

The Policy Advisory Unit is responsible for providing high quality professional, politically neutral and impartial policy advice to the Prime Minister on issues relating to good governance, economic and social development as well as taking the lead in ensuring that strategic policy proposals and advice to Cabinet are aligned with the strategic priorities of the Government.

In this financial year, the Division’s achievements are summarised in the following table:

Activity	Status	Comment
Quarterly Monitoring Reports to Cabinet	4	4 Quarterly Monitoring Reports were endorsed by the CEO and submitted to the Cabinet for their information
Policy Briefs	15	15 Policy Briefs were endorsed by the CEO and submitted to the PM for his consideration
National Security Policy	Ongoing	The National Security Policy is still in progress.
Human Remains Repatriation Policy 2016	Completed	The HRR Policy 2016 was approved by Cabinet as per FK (16) 36.
Policy on Ambassadors and Senior Government Officials posted overseas to represent Samoa to overseas meetings.	Completed	Approved by Cabinet as per FK (17) 26.
Policy on Samoan Citizens Deported/ Returnees.	Completed	This Policy was approved by Cabinet as per FK (17) 22.





Cabinet Policy Document 2017.	Ongoing	This document containing all Cabinet Policies was approved by Cabinet as per FK (17) 07.
CEO Medical Check-up Policy	On Hold	Awaiting the PM's endorsement & approval
Information Paper on Samoa's National Hall of Fame.	Ongoing	Awaiting the next step from the CEO for this paper
Information Paper on Daily Subsistence Allowance Rate.	Completed	Approved by Cabinet as per FK (17) 23
Streamlining of Cabinets Agenda Item.	Completed	Approved by Cabinet as per FK (16) 36.
The Honours and Awards (HAC).	Completed	The Honours and Awards Investiture Ceremony was held on 4 <sup>th</sup> February 2017.
The Central Agencies Committee (CAC).	Ongoing	10 Central Agencies Committee Meeting were held within this FY 16/17.
Cabinet Liaison Officer Forum (CLOF).	Completed	1 Cabinet Liaison Officer Forum was held within this FY 16/17.
Cabinet Handbook	On Hold	Awaiting the CEO's endorsement
Policy Manual	Completed	The Policy Manual 2016 was successfully revised and endorsed by the CEO for our internal use.
The Honours and Awards Act 1999 was also being revised and is now with the AG office to be finalized.	Completed	Amendments were made to this Act and is currently with the Office of the Legislative Assembly for tabling in Parliament.
TORS for Cabinet Sub Committees	Completed	TORS for Cabinet Sub Committees have been approved by Cabinet

**Challenges and remedial actions:**

In terms of challenges, one of the major challenges faced by the Policy Unit in 2016 – 2017 was the demarcation of roles from the Cabinet Secretariat Unit. This has been addressed by separating the Policy from Cabinet Secretariat at the end of the last financial year. Now the Policy Implementation and Monitoring Division (PIMD) is focused on its Whole of Government policy advisory, monitoring and coordination role.

The other major challenge faced by the PIMD is its structure as there is an inadequate number of staff to carry out the main roles and responsibilities of the Division which focuses mainly on a Whole of Government perspective in developing policies on a national level and within the Ministry, monitoring all of cabinet decisions, providing policy briefs for the CEO on all major policies and projects by Ministries and State Owned Enterprises, playing a secretariat role for meetings such as the Central Agencies Committee, National Border Management Meeting, to conduct extensive research and other ad hoc work as directed by the CEO.

There are only nine (9) staff in the PIMD, comprising of the ACEO, three (3) Principals Officers and five (5) Officers. The scope of work covered by PIMD has expanded considerably and includes the Whole of Government meaning all Ministries, State Owned Enterprises, the Private Sector and the Community. As such, the Division requires atleast two more Principal Officers and two more Senior Officers to carry out the work as the current staff is overloaded and are trying to keep up with the workload.

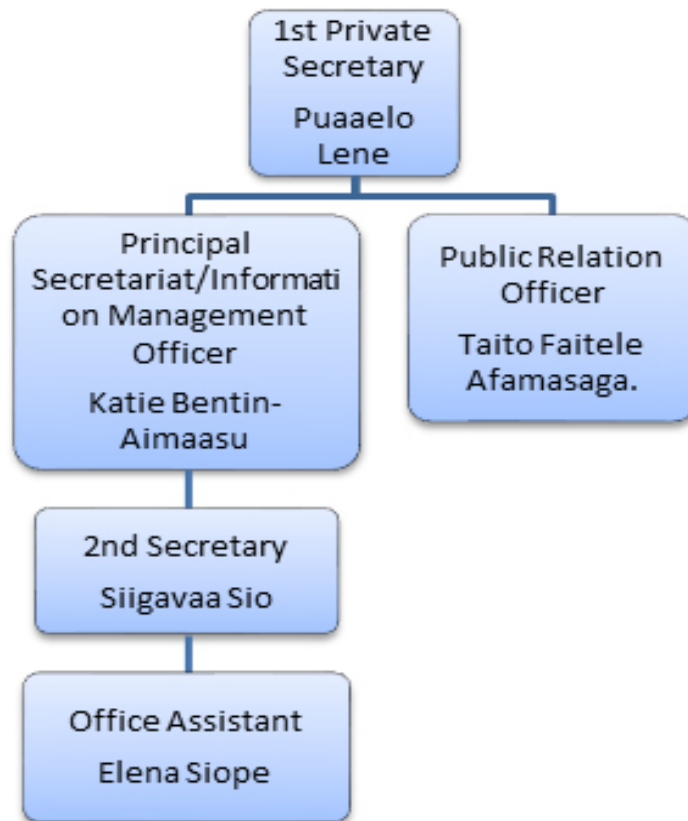






**OUTPUT 3.4: PRIME MINISTERIAL SUPPORT**

The primary role of the Prime Minister’s Office is to provide administrative and secretarial support services to the Prime Minister effectively and efficiently. Its core activities include support services through administrative and secretarial work to the Prime Minister as well as arrangement of appointments and coordination of official trips and meetings.





The Office of the Prime Minister achieved the following outcomes as per its Key Performance Indicators for the financial year 2016/2017.

ACTIVITY:	ACHIEVEMENTS																																		
<p>1. Administrative and secretarial support services to the Prime Minister.</p>	<p>The followings show activities performed and supported by the Office of the Prime Minister for the FY2016-2017. The period under review showed an increase in overseas travels as the result of many international commitments for the Head of Government to attend to. The PM's absence overseas, the changes in portfolios held by the Prime Minister when the new Government came into Office in March 2016 and the Cabinet reshuffle in February 2017 transferring the Police and Fire &amp; Emergency Services under the jurisdiction of the PM, showed either a decrease or increase in the activities performed in the reporting period.</p> <table border="1" data-bbox="646 768 1433 1944"> <tbody> <tr> <td>• Overseas trips</td> <td>20</td> </tr> <tr> <td>• Local travels to Savaii</td> <td>6</td> </tr> <tr> <td>• Invitations attended (locally)</td> <td>179</td> </tr> <tr> <td>• Cabinet Meetings:</td> <td></td> </tr> <tr> <td>-Normal</td> <td>37</td> </tr> <tr> <td>-Specials</td> <td>12</td> </tr> <tr> <td>-Cab Sub Committee-medical overseas</td> <td>8</td> </tr> <tr> <td>-Cab Sub Committee-overseas travels/reports</td> <td>16</td> </tr> <tr> <td>• Boards/Task Force/Committee Meetings conducted e.g. CDC, STSC, Cabinet Advisory Committee, Organic Farming Committee, Samoa Finemats Committee, Independence Committee, Samoa International Cricket Association, SRU Board, SRU Sponsorship Committee, EPC Community Service Obligation(CSO), Teuila Festival, Archery Association, Pacific Islands Forum (PIF) Task Force, Electoral Boundaries Task Force, Apia Waterfront Development Steering Committee, Samoa Golf Inc., Land Board, National ICT Committee, Police Management, etc.</td> <td>113</td> </tr> <tr> <td>• Scheduled appointments &amp; unscheduled visitors</td> <td></td> </tr> <tr> <td>• Local site visits/inspections - Upolu &amp; Savaii</td> <td>6</td> </tr> <tr> <td>• Addresses/Speeches/Remarks delivered</td> <td>139</td> </tr> <tr> <td>• Eulogies delivered</td> <td>8</td> </tr> <tr> <td>• Overseas Conference calls &amp; Interviews conducted</td> <td>13</td> </tr> <tr> <td>• Live radio broadcasts, TV1, Talamua &amp; Newspaper weekly programs</td> <td>77</td> </tr> <tr> <td>• Monetary donations</td> <td>32</td> </tr> <tr> <td>• Parliament sittings</td> <td>7</td> </tr> </tbody> </table>	• Overseas trips	20	• Local travels to Savaii	6	• Invitations attended (locally)	179	• Cabinet Meetings:		-Normal	37	-Specials	12	-Cab Sub Committee-medical overseas	8	-Cab Sub Committee-overseas travels/reports	16	• Boards/Task Force/Committee Meetings conducted e.g. CDC, STSC, Cabinet Advisory Committee, Organic Farming Committee, Samoa Finemats Committee, Independence Committee, Samoa International Cricket Association, SRU Board, SRU Sponsorship Committee, EPC Community Service Obligation(CSO), Teuila Festival, Archery Association, Pacific Islands Forum (PIF) Task Force, Electoral Boundaries Task Force, Apia Waterfront Development Steering Committee, Samoa Golf Inc., Land Board, National ICT Committee, Police Management, etc.	113	• Scheduled appointments & unscheduled visitors		• Local site visits/inspections - Upolu & Savaii	6	• Addresses/Speeches/Remarks delivered	139	• Eulogies delivered	8	• Overseas Conference calls & Interviews conducted	13	• Live radio broadcasts, TV1, Talamua & Newspaper weekly programs	77	• Monetary donations	32	• Parliament sittings	7
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<p>2. Safety and security arrangements for the Prime Minister</p>	<p>▪ Ongoing negotiations/arrangements among the Office of the PM and respective Ministries/Public Enterprises to strengthen security arrangements for the PM at all times both locally and overseas.</p>																																		



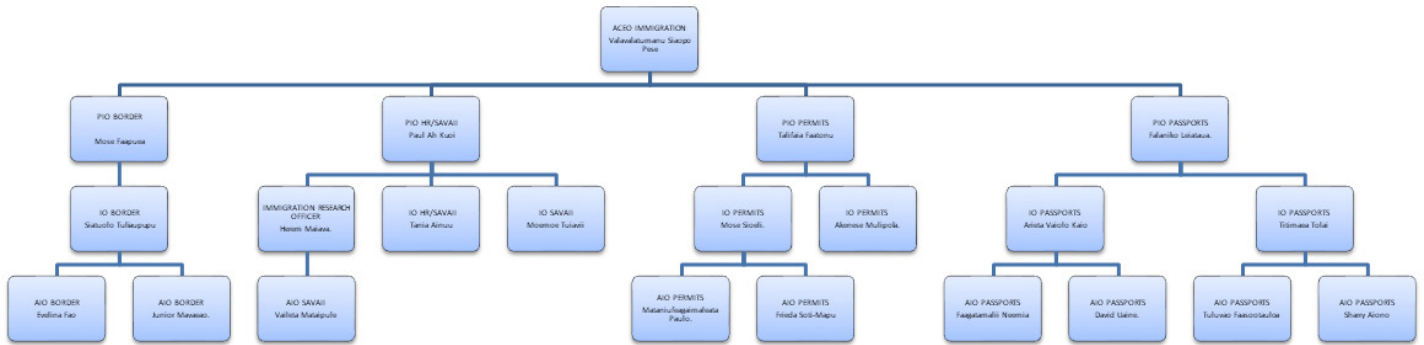


**Challenges and remedial actions:**

The only setback to the effective and efficient execution of the support services provided to the Prime Minister during the reporting period was the delay in retrieving and accessing of files and records for the Prime Minister when needed urgently. This is due to the absence of an effective and up-to-date filing system established for the PM's Office hence the records are not catalogued and filed accordingly. The current staff had already sorted the loose records/filings in years but a records specialist is required to construct a workable filing system for the Office of the Prime Minister to replace the outdated existing one.



OUTPUT 3.5: IMMIGRATION



The vision of the Immigration Division is of a risk free Samoa for movement, residence and investments. Its mission is to protect Samoa and promote economic development through excellence in border management control, issuance and grant of entry permits and permanent residence, granting of Samoan Citizenship, delivery of immigration services, provision of policy and technical advice on immigration matters as well as assisting the Ministry with the provision of IT services. Immigration Division achieved the following outcomes as per its Key Performance Indicators for the financial year 2016/2017.

	2015/2016	2016/2017	OUTCOMES
Performance Measure/Indicator	Targets Achieved	Targets Achieved	
<b>BORDER MANAGEMENT :</b>			
Improved passengers screening at the regulated ports measured by the number of arriving and departing passengers.	Arrival:202,906 Departure:206,436	Arrival:208,140 Departure:2210,271	Arrivals and departures for FY 2016/2017 have exceeded the forecasted target.
<b>Aircrafts:</b> - Arriving - Departing	Arriving: 4,585 Departing :4,736	arriving- 5,558 departing - 5,558	Records from our Border Management System shows that forecasted flight arrivals and departures have exceeded targets.
<b>Vessels:</b> - Arriving - Departing:	521 428	Arriving: 654 Departing: 504	Arriving and departing vessels have exceeded the forecasted figures.
Effectiveness of Border Management System as measured by the accuracy of movement records on the system in comparison to information on the arrival and departure declaration forms.	90%	90%	Percentage of system accuracy maintained at 90%



Number of actual Overstayers identified and processed on our Border Management System.	1486	552	System records shows that the number of Overstayers have decreased.
Border Screening: Percentage of passengers screened within the agreed standard of 10seconds.	90%	90%	Border management system records shows that the standard processing time for flights is at 90%. Average of 15 to 16 seconds per passenger clearance is recorded from our border management system.

**Citizenship and Residency: (Objective: manage compliance with immigration & Citizenship Acts)**

Citizenship Grants: Percentage of applications completed within the set timeframe.	95%	100%	All citizenship applicants are completed within the given timeframe, except for some citizenship by marriage and by PR that have been approved in principle to await the Oath Ceremony.
Residency: Percentage of temporary residents in compliance with permit conditions.	95%	100%	All residency applications are assessed in accordance to set guidelines and requirements, thus maintaining a high percentage of compliance levels.

**Travel Document (Objective: manage compliance with Passport Act 2008)**

Number of travel documents issued on an annual basis	Apia - 14,746 Auckland - 1,040 TOTAL - 15,786	Apia - 16,258 Auckland - 1,478 TOTAL - 17,736	Number of travel documents issued have exceeded the proposed target.
Accuracy of issuance processes as measured by the number of spoilt documents.	Apia - 29 Auckland - 20 TOTAL - 49	Apia - 51 Auckland - 20 TOTAL - 71	Majority of the spoilt documents was caused by technical problems with the printer.
Fraudulent Use: Percentage of identity theft cases correctly identified from our Passport Systems.	95%	95%	Percentage of detected cases maintained at 95%.

**Capacity Building (Objective: maintain high standards of service delivery)**



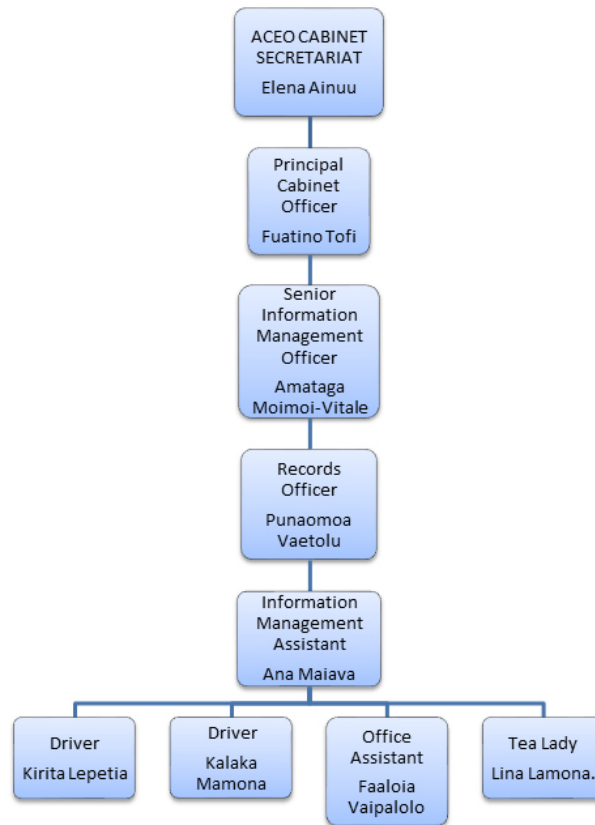


Improved service to the public measured by the percentage of satisfactory feedback from the public.	90%	90%	90% satisfaction rate recorded from our suggestion box analysis. Regular refresher trainings are done to ensure service standards are maintained.
<b>Information Technology Systems (Objective: maintain an up-to-date IT system)</b>			
Improved IT linkage and communication with other government agencies through the Border Management System measured by percentage of inquiries responded to.	90%	100%	BMS Link to other agencies such as Tourism, Police, TCU and Samoa Airport Authority are well maintained.





**OUTPUT 3.6: CABINET SECRETARIAT**



The Cabinet Secretariat provides administrative support to Cabinet through the preparation of Cabinet meetings, drafting and conveyance of Cabinet decisions. It also renders procedural advice to all Cabinet Ministers in their ministerial appointments and individual portfolio responsibilities as well as to the Office of the Head of State and the Council of Deputies on constitutional and statutory provisions pertinent to the conduct and operation of the executive government.

The Cabinet Secretariat Division achieved the following outcomes as per its Key Performance Indicators for the financial year 2016/2017.

	2015-2016	2016 - 2017	OUTCOMES
Performance Measure/Indicator	Targets Achieved	Targets Achieved	
Improve awareness of Cabinet processes and procedures measured by percentage of Cabinet submissions cleared to have duly compiled with requirements of the Cabinet Handbook.	95%	98%	About 98% of Ministries and Corporations were duly complied with requirements of the Cabinet Handbook in preparing Cabinet submissions.





<p>Number of Cabinet meetings prepared and facilitated in accordance with requirements of the Cabinet Handbook.</p> <ul style="list-style-type: none"> <li>-Weekly</li> <li>-Special</li> <li>-Cabinet Sub Committees</li> </ul>	<p>34 14 0</p>	<p>51 14 42</p>	<p>There were 51 Weekly meetings, 14 Special meetings and 42 Cabinet Sub-Committee meetings in this FY.</p>
<p>Number of Cabinet minutes and decisions (FK) prepared and delivered in line with the Constitution requirements.</p> <ul style="list-style-type: none"> <li>- Minutes</li> <li>-24-hour Decisions (FK)/ week</li> <li>- Weekly Decisions/week.</li> </ul>	<p>48 40 20</p>	<p>2,295</p>	<p>A total of 2,295 FKs were prepared and conveyed for the period under review.</p>
<p>Improved preparation and screening of warrants and applications for consent of the HOS measured by percentage of documents duly promulgated by the HOS.</p>	<p>90%</p>	<p>98%</p>	<p>About 98% improvement in preparation of warrants and applications duly promulgated by the HOS.</p>
<p>Support coordination of monitoring of Cabinet decisions measured by number of monitoring reports tabled for Cabinet's consideration within the mandated time-frame.</p>	<p>4</p>	<p>4</p>	<p>Four Quarterly Monitoring Reports were completed and considered by Cabinet.</p>
<p>Date by which TRIM based computerized system for Cabinet meetings is fully operational.</p>	<p>30-Jun-16</p>	<p>TRIM is now fully operational together with the upgrade completed in April 2016.</p>	
<p>Improved storage, sorting and grouping of metadata on the EDMS measured by percentage of files successfully 'checked-In' to the system.</p>	<p>90%</p>	<p>95%</p>	<p>About 95% of files successfully checked into the EDMS system.</p>
<p>Support Central Agencies in its advisory role to Cabinet measured by percentage of matters endorsed by the Central Agencies Committee and subsequently approved by Cabinet.</p>	<p>90%</p>	<p>95%</p>	<p>All matters endorsed by the Central Agencies Committee were subsequently approved by Cabinet.</p>





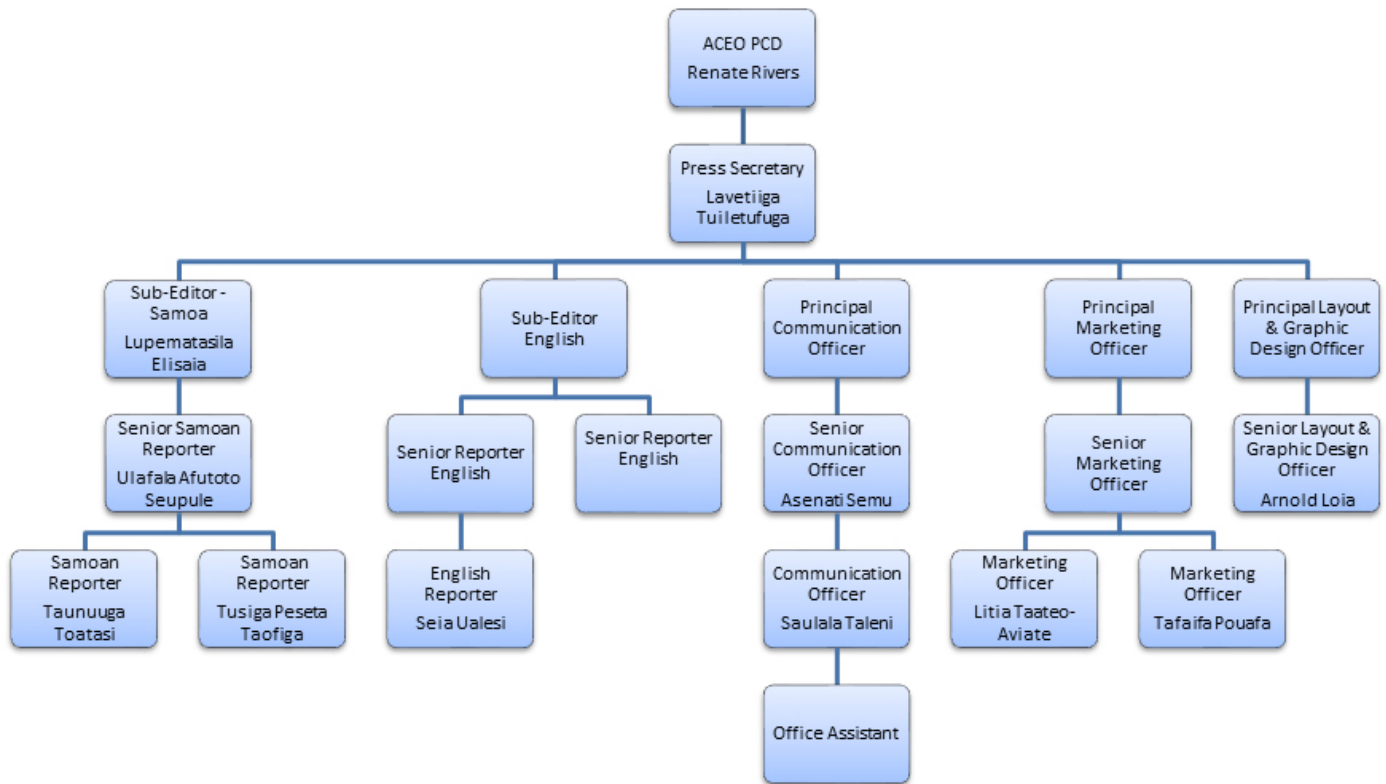


Number of meetings and site visits of the Organic Farming Advisory Committee facilitated	10	7	Seven Organic Farming Committee meetings were chaired and facilitated by the Ministry with one site visit conducted.
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**OUTPUT 3.7: PRESS AND COMMUNICATIONS DIVISION**



The Press Secretariat Unit and Savali newspaper were officially merged as one Division and dubbed Press and Communications Division (PCD) from October 2016 as per cabinet approval. The Division’s overall aim is to promote transparency through accurate and timely dissemination of Government information.

This includes the release of government information to the Media at both the national and international levels on Cabinet Decisions and other Government matters as directed by the Prime Minister based on the weekly Cabinet meetings. Furthermore, the Savali newspaper produces the weekly bilingual (English and Samoan) newspaper which disseminate information regarding Government news, policies and initiatives and social, economic and political issues and also the *Savali Samoa*, on a monthly basis to inform the general public on Lands and Titles Court decisions and land notices from the Ministry of Natural Resources and Environment.

The Press and Communications Division achieved the following in the financial year 2016/2017 and faced some challenges in this reporting period as detailed below:

**Achievements:**

- Divisional work plan was developed, outlining incremental changes to PCD activities. This also included a recruitment drive to fill long-standing vacancies.
- For the 2016 calendar year, the Savali produced 51 issues of the weekly, bilingual edition – an improvement from previous years where the number had been significantly lower.
- Met revenue target for FY2016/2017.
- Cabinet Press Releases were given wider distribution to Cabinet Ministers, Ministry Heads, Diplomatic Corps and other government stakeholders.
- Increased outreach on social media pages for the official government of Samoa pages, namely the Government of Samoa Facebook page which was at 10,000 Likes in October 2016 and is currently at 17,000 Likes and growing. This has been achieved without paid advertising or





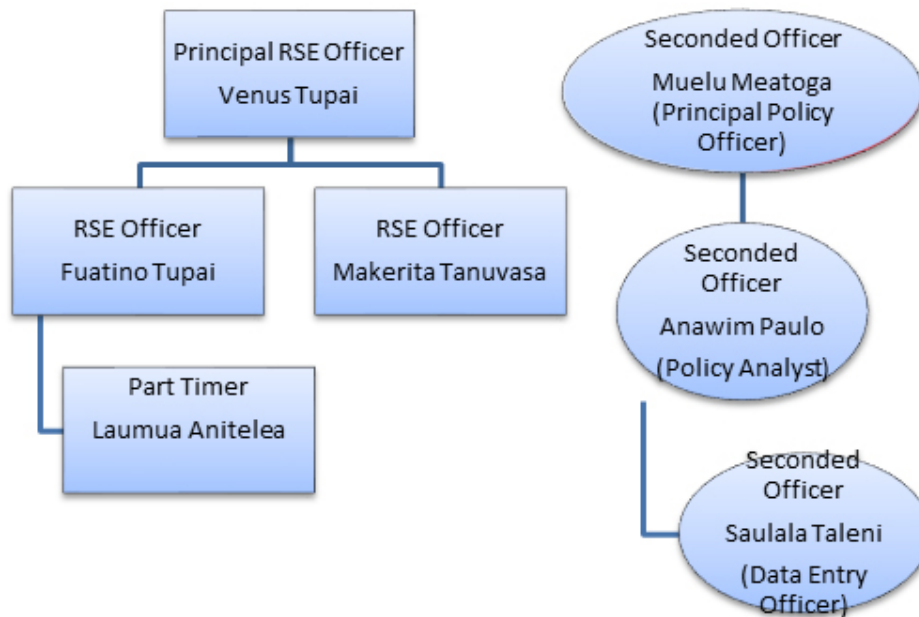
marketing campaigns.

- Greater coverage of the Prime Minister’s media programmes with major news outlets in Samoa given dedicated timeslots every week for their Q&As with the Prime Minister.

**Challenges and remedial actions:**

- Printing delays were the biggest challenge for the Savali. Delays of a month were not unusual, which had serious repercussions for ad revenue and dissemination of information. As part of the Divisional work plan, a change in printer and printing schedule from July 2017 was planned.
- Lack of resources – not enough cameras, voice recorders, proper software for layout and archiving. Due to lack of funds and poor asset management, there was only one camera and one voice recorder for five reporters to share. The software needed to layout the newspaper is unlicensed and out dated.
- Office space – not enough room for our teams to spread out and work comfortably. Twelve (12) staff members sharing a fairly small space. When fully staffed, we will have 18 people in our team – all with differing needs, e.g. the news team require a quiet work space for writing; the layout and archive team must have a lockable, secure area for the archives; the Press Secretariat team also require their own space with privacy and with secure, lockable work areas as they deal with a lot of confidential and sensitive information. We are currently sharing open spaces in order to get on with our duties, including the ACEO who is sharing one room with the layout/ archive section.
- Lack of training/up skilling for staff.
- Lack of communication which was due mostly to the instability within the Division due to leadership issues; as well as the two separate units (Press Secretariat and Savali) working independently and without sharing much information or skills/expertise.
- Savali Website (savalinews.com) became dormant and eventually went offline.
- The government website was not updated after February 2017.
- Being short-staffed with long-standing vacancies remaining unfilled for several years.
- Salaries/entitlements – there is no overtime for staff, who often work outside normal office hours; unclear as to the long service entitlements for PCD staff as we are all political appointments.
- The Divisional budget is always a challenge, but PCD is especially challenged with our printing budget. Both editions of the Savali newspaper cost approximately \$18-\$20,000 every month. Our current printing budget (FY2017/2018) is \$70k for the year, which falls well below the required \$200k+ needed to print 50 weekly and 12 monthly Savali editions. We also have arrears at the Government Printer.
- We will need to increase the printing budget for 2018/2019 and work together with Corporate Services Division to check if any old arrears at the Government Printer can be written off.

**OUTPUT 3.8: SEASONAL EMPLOYMENT UNIT**



The Seasonal Employment Unit is responsible for providing administrative support for the seasonal employment scheme which Samoa has been executing in partnership with the governments of New Zealand and Australia.

The Seasonal Employment Unit achieved the following outcomes as per its Key Performance Indicators for the financial year 2016/2017.

	2015-2016	2016/2017
Performance Measure/Indicator	Targets Achieved	Targets Achieved
Number of workers screened and deployed:		Number of approved visas for NZ RSE scheme increased by 11.4% (approximately 1,700 for this FY) compared with previous season. The Seasonal Workers Program (SWP) for Australia increased significantly by a huge margin (300 for this FY).
New Zealand	1509	
Australia	140	
Number of Employers recruiting from Samoa:		Target for NZ RSE program was achieved with 36 approved employers recruiting from Samoa for the season. Australia however fell short of the target and only 3 employers from Australia in this FY. This is an area that will be addressed in Samoa's Action Plans-which will see the development of a marketing plan and execution of other activities to support promotion of Samoa as a labour sending country.
New Zealand	31	
Australia	3	



Capacity Building: Number of trainings, site visits secondments for staff in:  New Zealand Australia	NEW	Achieved.
Number of pre-departure orientations and debriefings conducted for workers.	NEW	Achieved.
Liaison Officer (NZ based): Number of monthly reports submitted to CEO and Unit.	NEW	Off peak season has meant that there were seldom reports for certain months (Note: New Liaison Officer was appointed in July 2017).
Conflict resolution: Number of complaints/cases handled by the Unit with regards to existing policies (e.g stand down/village ban) and processes (e.g Worker recruitment).	NEW	Registry kept about complaints and resolutions.
Information Management System: Website and Electronic Labour Mobility System (ELMS) Database to be fully operational.	NEW	Achieved.
Satisfaction of employers and other agencies with Units service delivery as measured by findings from end of season survey.	NEW	Achieved





TRANSNATIONAL CRIME UNIT

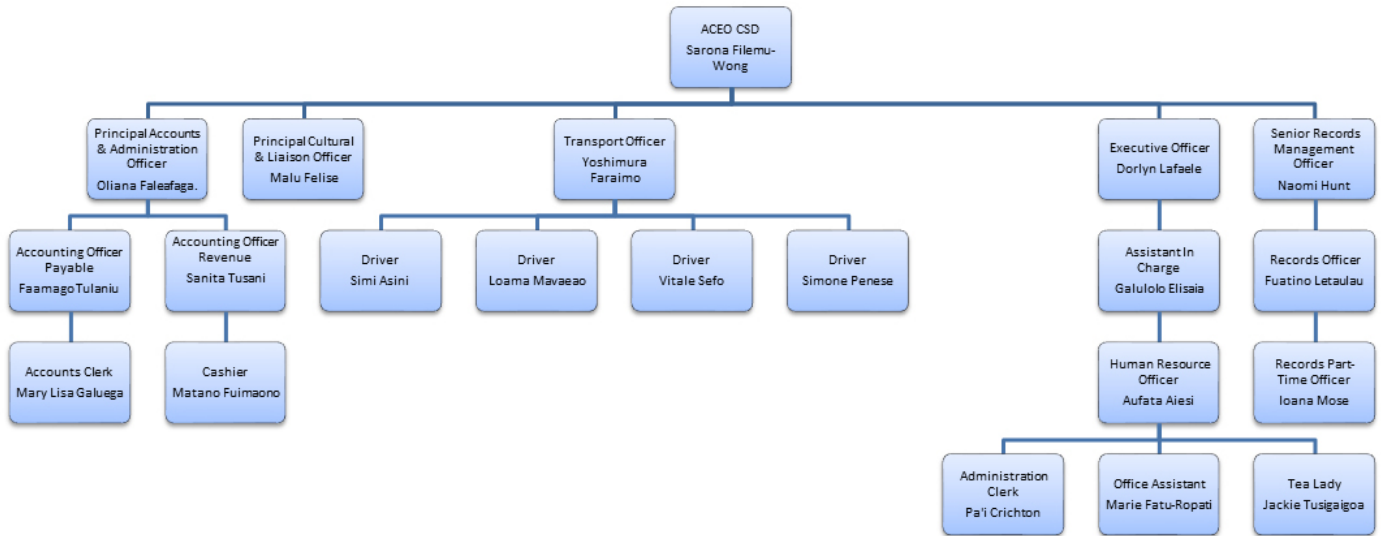
DESCRIPTION: The role of the Transnational Crime Unit is to ensure the safety of Samoa using a high level of local and global intelligence network to detect and prevent transnational criminal activities. The Samoa TCU was formed in 2003 and is part of the Pacific Transnational Crime Network.

ACTIVITY:	ACHIEVEMENTS
1. Undertaking intelligence led investigations and pro-active issue specific target development projects relating to transnational crime	TCU undertook 67 intelligence led investigation on suspected drug trafficking, international fugitive and fraud, suspect human smuggling, internet scams and money laundering.
2. Producing high quality tactical law enforcement intelligence.	There were 70 receiving cases including assisting, local, regional and international partners with intelligence investigations background check, deportation request, obtaining of statement locally, criminal history checks, company checks and locations of suspects and fugitives.
3. Research projects of a national significance to determine current and future threat trends.	Released 40 reports on Risk and Threat Assessments, Alerts on urgent matters and what is happening in region;  There were 10 researching projects within this reporting period.  There were 4 Quarterly Bulletins has been disseminated within this period.
4. Analysing information in relation to transnational crime and border protection issues to produce assessments reports and briefings	The Unit is still maintaining an up-to-date Intelligence and information database recording all suspected transnational crimes issues;  TCU maintains a high standard of operation to effectively combat transnational crime and prevent such crimes from affecting Samoa.





**CORPORATE SERVICES DIVISION**



The primary role of the Corporate Services Division (CSD) is to provide support services to the Ministry in terms of strategic corporate services in areas of human resource management and development, financial management (budgeting, reporting, revenue collection and payment processing), assets and records management. In the FY2016/2017 the CSD achieved the following:

❖ HUMAN RESOURCE MANAGEMENT:

The Corporate Services Division facilitated 26+ recruitment and selection processes for the Ministry which included job evaluations, advertisement, shortlisting, interviews and finalising appointments and other administrative logistics relating thereto. The HR Unit also facilitated monthly inductions for all the new staff that were appointed in this financial year.

About 14 staff ceased employment with the Ministry within this reporting period mainly due to resignations upon promotions outside the Ministry as well as end of contract and one redundancy when the Facility Management Unit was disestablished in this financial year.

The HR Unit also lead in the coordination of the Ministry’s Continuous Learning Dialogue for information sharing in the form of staff and Divisional presentations for those that attended local and overseas trainings and meetings as well as Divisions in presenting on their functions and responsibilities. In terms of staff capacity building, there were about 16+ local trainings attended by staff through the Public Service Commission and other invitations from relevant agencies and Ministries. About 19+ overseas training opportunities were extended for the Ministry and attended by staff and more than 6 overseas meetings attended by staff were facilitated by the Division.

The HR Unit also prepared over 37+ cabinet submissions for travel, working conditions and entitlements for political appointees within the Ministry and other work related matters. More than 71 allowances for Ministry staff were processed by the Division for overseas and local travel, Higher Duty Allowances and others. Over 44 leave related requests were processed and managed by the division as well as the updating and monthly dissemination of leave balances for the staff.

❖ RECORDS UNIT

The Records Section registered 1,382+ incoming mail and 1,067+ outgoing mail for the Ministry which included 75 mail delivered by courier and 25 by air mail.

In terms of document filings, 677+ documents were filed, 180+ documents were archived, boxed and delivered to the National Archives and 75+ documents were disposed due to duplication of copies.

The Unit also managed to conduct 5 Records Management trainings internally for the Ministry.





❖ FINANCIAL AND ASSET MANAGEMENT

The Division coordinated and completed 5 contracts in this financial year in support of the Ministry's payments as follows:

- Cabinet's Weekly and special Meetings Catering
- Tenancy Agreement with Samoa Land Corporation for the MPMC Office in Savaii.
- Tenancy Agreement with the Development Bank of Samoa for the Pacific Immigration Directors' Conference.
- Supply of departure and arrival cards for Immigration.

The Division also managed a fleet of 28 vehicles for the Ministry in terms of ensuring regular servicing and maintenance, insurance were up to date, irregularity reports were completed and processed in a timely manner as required, monitoring of petrol usage and the allocation of vehicles and drivers for the daily operations of the Ministry in terms of mail delivery, uplifting of supplies and transportation needs of the staff on official matters. The Division also rendered transport services for government VIP guests during this reporting period.

The total approved budget for the Ministry of the Prime Minister and Cabinet in FY 2016-2017 was \$7,697,418, a 10.45% reduction from the previous FY 2015 - 2016.

The table below depicts the approved provisions allocated to each Division, their actual spending and remaining funds at the end of the financial year.

Financial management for the Ministry for financial year 2016/2017			
Expenditures:			
Output provided by Ministry	<b>Approved Estimate</b>	<b>Spending</b>	<b>(OVER)/UNDER</b>
1.1 - Servicing the Office of the Head of State	\$546,976	\$545,151	\$1,825
1.2 - Servicing the office of the Council of Deputies	\$258,937	\$254,461	\$4,476
2.0 - Policy Advice to the Prime Minister	\$558,179	\$554,921	\$3,258
3.0 - Prime Ministerial Support	\$669,483	\$690,581	(\$21,098)
4.0 - Immigration Policy Administration	\$1,286,268	\$1,284,160	\$2,108
5.0 - Cabinet Secretariat	\$399,786	\$399,297	\$490
6.1 - Press Secretariat Office	\$172,026	\$172,556	(\$530)
6.2 - Office of the Savali	\$435,734	\$434,224	\$1,510
7.0- Seasonal Employment Unit	\$309,928	\$305,631	\$4,298
Central Services	\$716,513	\$712,751	\$3,762
<b>TOTAL OUTPUT</b>	<b>\$5,353,830</b>	<b>\$5,353,733</b>	<b>\$99</b>

Transactions on Behalf of the Head of State	Approved budget	Spending	(OVER)/UNDER
Membership Fees			
PIDC Annual Contribution	\$8,700	\$8,700	0
	<b>\$8,700</b>	<b>\$8,00</b>	<b>0</b>
Commemorative Days			
American Samoa Flag Day	60,000	59,243	\$757
Prayer & Fasting	19,200	19,032	\$168
	<b>\$79,200</b>	<b>\$78,275</b>	<b>\$925</b>
Gov't Policies/Initiatives			







Purchase of Passports	\$610,000	\$553,471	\$56,529
Special Pension	\$14,400	\$14,400	0
Immigration Support Systems	\$261,233	\$252,299	\$8,934
Organic Farming Committee	\$35,000	\$34,910	\$90
Transnational Crime Unit	\$50,500	\$49,355	\$1,145
Two Samoa Talks	\$50,000	48,910	\$1,090
Electronic Document Management System (EDMS)	\$83,000	\$68,654	\$14,346
	<b>\$1,104,133</b>	<b>\$1,021,999</b>	<b>\$82,134</b>
Rents & Leases			
Government Building Lease	\$567,500	\$566,678	822
Rents & Leases –Faleolo (Immigration)	\$103,527	\$31,882	\$71,645
Rents & Leases - PIDC	\$62,905	\$62,836	\$69
VAGST Output Tax	\$417,622	\$331,203	\$86,419
<b>TOTAL TRANSACTIONS ON BEHALF OF STATE</b>	<b>\$2,343,587</b>	<b>\$2,103,393</b>	<b>\$240,195</b>

**Cost Recoveries:** The following table shows the actual income collected by the Ministry from both Immigration and Savali newspaper as well hiring of the Ministry conference room and cost recoveries from staff.

Cost Recoveries	Forecast	Actual collection	(OVER)/UNDER
TOTAL	<b>\$4,811,919</b>	<b>\$5,351,302.92</b>	<b>(\$539,383.92)</b>





# **Ministry of the Prime Minister and Communiaction**

