



MINISTRY OF THE PRIME MINISTER AND CABINET

ANNUAL MANAGEMENT PLAN

1 JULY 2017 – 30 JUNE 2018



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FOREWORD FROM THE CHIEF EXECUTIVE OFFICER

This Annual Management Plan 2017 -2018 provides the roadmap of the Ministry's coordinated efforts for the next twelve months towards achieving its long term vision of "**Ensuring a well governed, safe and informed Samoa**".

The activities and priorities for the Ministry for the period July 2017 – June 2018 which is the first year of its current corporate plan, are detailed in this plan and the Ministry is ready and enthusiastic to pursue and achieve these undertakings.

Whatever challenges lie ahead, I am adamant that the capacity and determination of the management and staff will prevail and overcome any obstacles and I look forward to reaping positive results by the end of this annual plan.

Soifua ma ia manuia



Agafili Shem Leo
Chief Executive Officer



MANDATE

LEGISLATIONS

- ❖ Citizenship Act 2004
- ❖ Constituencies Act 1963
- ❖ Constitution of the Independent State of Samoa 1960
- ❖ Head of State Act 1965
- ❖ Honors and Awards Act 1999
- ❖ Immigration Act 2004
- ❖ Media Council Act 2015
- ❖ Ministerial Departmental Arrangement Act 2003
- ❖ Parliamentary Under Secretaries Act 1988
- ❖ Passport Act 2008
- ❖ Public Finance Management Act 2001
- ❖ Public Seal and Crest of Samoa Act 1973
- ❖ Public Service Act 2004
- ❖ Samoa Antiquities Ordinance 1954
- ❖ Samoa Status Act 1963

POLICIES AND PLANS

- ❖ Strategy for the Development of Samoa 2016/17 - 2019/20
- ❖ Public Administration Sector Plan 2013 - 2018
- ❖ Samoa National Cyber Security Strategy 2016 - 2021
- ❖ Treasury Instructions
- ❖ Anti-Spam Policy 2008
- ❖ Internet and email policies 2016
- ❖ Cabinet decisions
- ❖ Corporate Plan 2017 – 2021
- ❖ Annual Management Plans
- ❖ Divisional Procedural Guidelines



VISION

- ❖ Ensuring a well governed, secured and informed Samoa.

MISSION

- ❖ To strengthen policy and program coordination throughout the whole of government, bolstering national security and responses, strengthening information dissemination throughout government and the community and effective support to the Executive Offices.

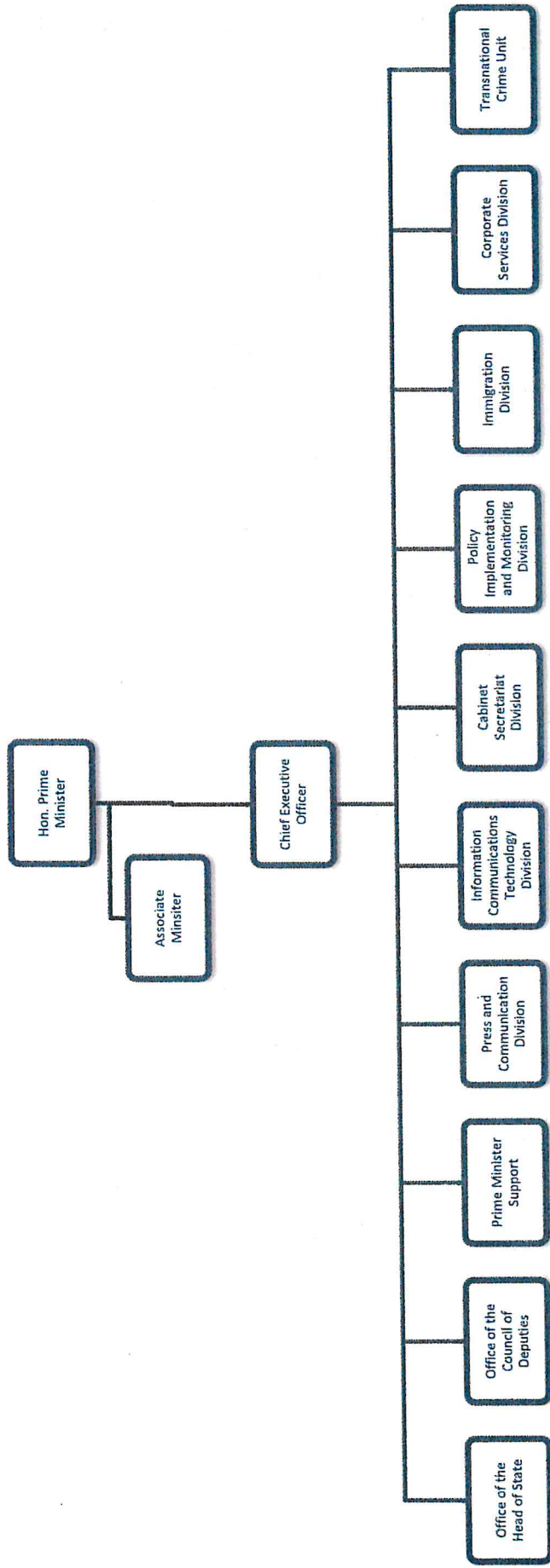
VALUES:

- ❖ Leading and promoting good governance in all operations.
- ❖ Commitment in providing professional, honest, effective, efficient and faithful service to the government and Samoa.
- ❖ Transparent, impartial and accountable decision making.
- ❖ Respect and courtesy towards everyone.
- ❖ Collaborative and durable working partnerships with all stakeholders.
- ❖ Integrity in all transactions, communications and information.
- ❖ Results driven and time management.

STRATEGIC GOALS:

- ❖ GOAL 1: Strengthen whole of government policy and program coordination and monitoring.
- ❖ GOAL 2: Efficient and effective secretariat services and support.
- ❖ GOAL 3: Efficient and accurate communications.
- ❖ GOAL 4: Vigilant and coordinated national and border security.
- ❖ GOAL 5: Organizational efficiency and effectiveness.

ORGANISATIONAL STRUCTURE

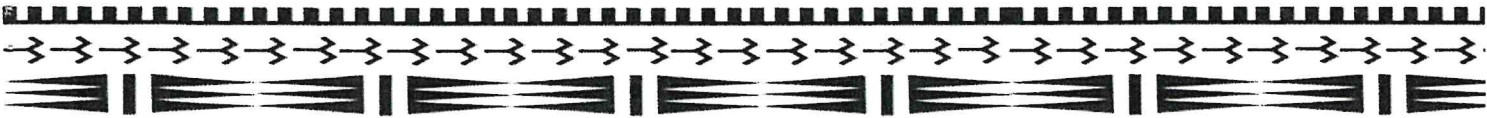


Office of the Head of States

Goal: To ensure that His Highness the Head of State is able to fully and effectively carry out his constitutional, ceremonial and community-leadership responsibilities for the State.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
1. To ensure the timely execution of the Head of State's constitutional responsibilities.	A1.1 All cabinet decisions communicated to the Head of State (HOS) in accordance with the Constitution (within 24hrs of Cabinet meeting).	O1.1 Accurate, timely communication s of all cabinet decisions to the HOS.	P1.1 Cabinet decisions communicate d to the HOS within 24 hrs as per constitutional requirement.
	A1.2 All official documents are timely and effectively relayed to HOS for his promulgation.	O1.2 Accurate, timely relaying of all official documents for HOS promulgation.	P1.2 All official documents relayed for HOS promulgation must be completed within 24 hrs.
	A1.3 Assist with the preparation of State ceremonies.	O1.3 Well organized and prepared ceremonies hosted by the Head of State.	P1.3 All preparations for state ceremonies hosted by the HOS organized and ready before the date of the event.
	A1.4 Ensure the safety and smooth attendance of the HOS at all state ceremonies and invitations.	O1.4 Well planned protocol for the smooth attendance by the HOS of ceremonies and invitations.	O1.4 All protocol and logistical arrangements for the HOS attendance must be completed within two (2) days before

			the event.
2. To provide efficient, professional and responsive administrative and secretarial support services to the Head of State	A2.1 Undertake all administrative duties and perform all secretariat functions to support the effective operations of the Office of the Head of State.	O2.1 High level of satisfaction of the HOS with the secretariat support services provided to him.	P2.1 Operational Manual for administrative and procedural support services for the Office of the HOS in place by 30 June 2018 for the effective and efficient support services to the HOS.
	A2.2 Ensure adequate provisions are included in HOS budget estimates.	O2.2 Comprehensive budget for the operations of the Office of the HOS prepared and submitted with the Ministry's forward estimates on an annual basis.	P2.2 Office of the HOS budget fully expended within each financial year to support the Office's objectives.
3. To maintain and improve management of HOS facilities and assets.	A3.1 Effectively and efficiently maintain and monitor all assets under the custody of the Office of the HOS.	O3.1 Excellent control and managements of Divisional assets in line with current policies and procedures.	P3.1 All Divisional assets are labelled, registered with the Corporate Services Division and maintained with fortnightly reports to Management.



	A3.2 Develop and implement plan for setting up of the new Office of the HOS and official residence at Vailele.	O3.2 Safe residence for the Head of State and convenience of Office location to the HOS for supporting his role.	P3.2 New Office of the Head of State and official residence completed by June 2018.
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Office of the Council of Deputies

Goal: To ensure that the Council of Deputies are able to perform their constitutional, ceremonial and community-leadership responsibilities for the State.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
1. To ensure the timely execution of the constitutional responsibilities of the Office of Council of Deputies (CODs) in the absence of the Head of State.	A1.1 In the absence of the Head of State, all cabinet decisions are communicated to the CODs in accordance with the Constitution (within 24hrs of Cabinet meeting).	O1.1 Accurate, timely communication s of all cabinet decisions to the CODs.	P1.1 In the absence of the HOS, cabinet decisions communicate d to the CODs within 24 hrs as per constitutional requirement.
	A1.2 All official documents are timely and effectively relayed to CODs for their promulgation in the absence of the Head of State.	O1.2 Accurate, timely relaying of all official documents for CODs promulgation.	P1.2 In the absence of the HOS, all official documents relayed for CODs promulgation must completed within 24 hrs.
	A1.3 Assist with the preparation of State ceremonies hosted by the CODs.	O1.3 Well organized and prepared ceremonies hosted by the CODs on behalf of the Head of State.	P1.3 All preparations for state ceremonies hosted by the CODs on behalf of the



			HOS must be organized and ready before the date of the event.
	A1.4 Ensure the safety and smooth attendance of CODs at all state ceremonies and invitations.	O1.4 Well planned protocol for the smooth attendance by CODs of ceremonies and invitations.	P1.4 All protocol and logistical arrangements for the CODs attendance must be completed within two(2) days before the event.
2. To provide efficient, professional and responsive administrative and secretarial support services to the Council of Deputies.	A2.1 Undertake all administrative duties and perform all secretarial functions to support the effective operations of the Office of the Council of Deputies.	O2.1 High level of satisfaction of the CODs with the secretarial support services provided to them.	P2.1 Operational Manual for administrative and procedural support services for the Office of the CODs in place by 30 June 2018 for the effective and efficient support services to the CODs.
	A2.2 Ensure adequate provisions are included in CODs budget estimates.	O2.2 Comprehensive budget for the operations of the Office of the CODs prepared and submitted with the Ministry's forward estimates on an annual basis.	P2.2 Office of the CODs budget fully expended within each financial year to support the Office's objectives.

Prime Minister Support Office

Goal: To provide administrative/secretariat services to the Prime Minister to enable him fulfil his roles and responsibilities under his various portfolios to the best of his abilities.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
1. To ensure that the Office is adequately resourced (i.e. with staff, funding, and records security and communication equipment)	A1.1 Regular reviews of adequacy of support facilities/resources for efficient service to the Prime Minister (PM).	O1.1 Realistic provisions included in the Ministry's Annual Budget.	P1.1 The level of satisfaction of the PM with the quality of support services provided.
	A1.2 Understudy a records specialist in reclassifying an efficient Filing System for the PM's office for easy access and timely retrieval of records for the PM's and Office use.	O1.2 All Office Records/Filings are properly catalogued, sorted and stored in the filing room in accordance with an efficient/up-to-date Filing System already put in place for the PM's office use.	P1.2 An efficient filing system in place with all records catalogued, sorted and stored according to the new filing system by June 2018.
2. To ensure that the communication support needs of the Prime Minister are provided effectively and efficiently.	A2.1 Liaise with CEOs/Heads of responsible agencies to ensure that draft speeches/statements for the PM's official engagements	O2.1 Speeches and statements are duly submitted on time for the PM.	P2.1 The level of satisfaction of the PM with the quality of communication support services provided measured by

	both locally and overseas are with the PM, at the latest, two days before an event.		the number of speeches received on time and delivered by the PM.
	A2.2 Ensure timely and efficient handling and dissemination of PM's private and official correspondence including PM's speeches/statements.	O2.2 Timely dispatch and dissemination of the PM's private and official communications and the PM's articulation of Government policies and priorities and his views as the Head of Government are well publicised and widely understood.	P2.2 The number of correspondences typed and disseminated daily to meet the PM's 24 hours timeframe for correspondences to be finalised and disseminated. The weekly number of TY11s, Cabinet Submissions, Virements and contracts signed by the PM and returned to respective agencies compared to the total number of documents received and registered by the Office.

	A2.3 Provide well-coordinated and accurate daily schedules of appointments/events for the PM's use.	O2.3 Improved coordination of meetings and appointments for the PM.	P2.3 PM's endorsement of daily schedule measured by the total number of appointments and meetings approved, conducted and attended by the PM daily.
3. To support the responsible agencies in ensuring the safety and security of the Prime Minister 24 hours each day.	A3.1(a) Regular consultations and meetings with the Commissioner of Police on optimum arrangements for the PM's personal security. A3.1(b) Meet with the PM regularly to ascertain his needs and views in relation to his security.	O3.1 Maximum safety and security arrangements put in place to ensure the PM's security at all times.	P3.1 The PM expresses his satisfaction with the coordinated security arrangements put in place ensuring his safety and security at all times.
4. To ensure that the PM is adequately informed of public requests seeking his assistance and intervention.	A4.1 Thorough information researches and investigations on public requests to assist with PM's decision-making.	O4.1 Timely handling and resolving of cases requested by the public.	P4.1 The PM expresses his satisfaction on the support service provided based on the number of cases successfully

			handled and resolved.
Cabinet Secretariat Division			
Goal: To provide efficient and effective procedural and secretarial support services to the Prime Minister and Cabinet, Offices of the Head of State and the Council of Deputies as well as Government Ministries and Corporations.			
OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
1. To improve procedural and secretarial support to the Prime Minister and Cabinet.	A1.1 Prepare Cabinet meetings in accordance with requirements of the Cabinet Handbook.	O1.1 Comply with Requirements of Cabinet Hand Book.	P1.1 Preparations of Regular Meetings on each Wednesday and Sub Committee meeting on Thursday which satisfied requirements of the Cabinet Handbook.
	A1.2 Regular check of the Electronic Data Management System before Cabinet meetings every week.	O1.2 The EDMS is 100 per cent operational in every meeting.	P1.2 Weekly checks of the system before Cabinet meetings every week.
	A1.3 Conduct periodic reviews of Cabinet Manuals.	O1.3 Cabinet Manuals are up to date.	P1.3 Cabinet Manual and Ministerial Procedures and Processes Manual are reviewed bi-annually.

2. To strengthen Secretarial support to the Offices of the Head of State (HOS) and the Council of Deputies.	A2.1 Prepare and convey Cabinet Minutes and Agendas to the Head of State or Council of Deputies in the absence of HOS.	O2.1 HOS and CODS are well informed of Cabinet Meeting deliberations.	P2.1 Minutes and Agendas for each weekly meeting conveyed to the HOS or COD in accordance with the constitution.
	A2.2 Facilitate preparation of warrants of absence for Cabinet Ministers	O2.2 Compliance with constitutional requirements.	P2.2 Warrants of Absence for Cabinet Ministers conveyed to the HOS and Council of Deputies before leaving the country
	A2.3 Facilitate the preparation of Executive Council meetings when required	O2.3 Constitutional requirements satisfied.	P2.3 Executive meetings prepared when required.
3. To strengthen efficiency of Cabinet's records management.	A3.1 Deliver Cabinet decisions to Government implementing Ministries/Corporations in accordance with the Constitution	O3.1 Government line Ministries & Corporations are well informed and aware of Cabinet Decisions on their requests/submissions	P3.1 Cabinet Decisions conveyed to relevant Ministries within 24 hours whereas the Directives conveyed after confirmation in the next Cabinet meeting.

	A3.2 Maintain Information Records Management	O3.2 Ease of reference and maintaining the integrity of records.	P3.2 Quarterly review of resources and equipment in place for better and secured records management.
4. To conduct Cabinet Liaison Officers Forum.	A4.1 Facilitate and prepare Cabinet Liaison Officer Forum	O4.1 Improve compliance and understanding of Ministries/Corporations of Cabinet procedures and processes.	P4.1 Facilitating quarterly workshops for Cabinet Liaison Officers Forum.

Policy Implementation and Monitoring Division

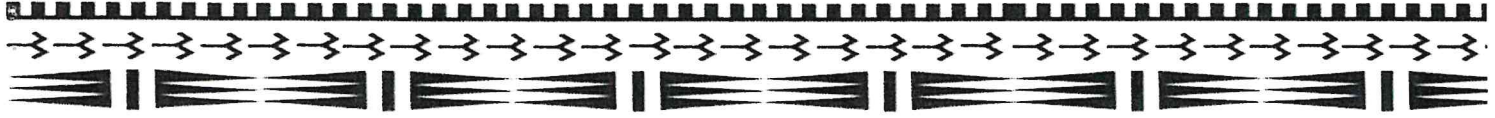
Goal:

- i. To provide high quality policy advice to the Prime Minister, Cabinet and CEO
- ii. Strengthen the Monitoring and evaluation of Cabinet's major policies and projects
- iii. Strengthen the Coordination and promote collaboration between the Central Agencies Committee.
- iv. Strengthen policy Development from a whole of government perspective and assist with internal policies within the Ministry.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
1. To strengthen policy advisory role to the Prime Minister & Cabinet	A1.1 Prepare policy briefs for the Prime Minister when required.	O1.1 Accurate, timely and well researched and analysed policy briefs for the Prime Minister.	P1.1 Timely communication of policy advice to the Prime Minister (on-going).

2. To strengthen whole of government coordination role of Policy Implementation and Monitoring Division (PIMD).	A2.1 Initiate regular meetings of the Central Agencies Committee.	O2.1 Strengthened policy coordination amongst Central Agencies (MOF, PSC, MPE and MPMC).	P2.1 Meetings of the CAC held and a work plan developed to strengthen the Committee's policy coordinating role (on-going).
	A2.2 Implement One Public Sector-One Vision for Good Governance-One Policy strategy.	O2.2 Efficient and effective public service delivery.	O2.2 One Public Sector implemented by June 2018.
3. To strengthen the monitoring role of PIMD in ensuring Cabinet decisions are implemented.	A3.1 Prepare monitoring reports for Cabinet decisions on a quarterly basis.	O3.1 Timely reporting to Cabinet on the progress of implementation of Cabinet decisions.	P3.1 Quarterly reports to Cabinet on the implementation and progress of Cabinet decisions.
	A3.2 Develop database on quarterly monitoring of Cabinet decisions.	O3.2 <ul style="list-style-type: none"> • On-going government major projects are well monitored. • Improved awareness by Cabinet on the progress/status of all Government projects. • Improved 	P3.2 Database developed by Jan 2018.

		reporting progress of the implementation of Cabinet Decisions.	
4. Improve the quality of public service delivery (from PASC, PSC and MPMC are co-leading this activity)	A4.1(a) Draft Organizational Performance Assessment and Improvement Tool (OPAIT) developed and approved by CAC.	O4.1 Strengthen Whole of Government performance monitoring systems.	P4.1 OPAIT approved and implemented by June 2018.
	A4.1(b) OPAIT implemented and updated on an annual basis.		
	A4.2 Provide six-monthly progress reports on the implementation of MPMC-led activities in the Public Administration Sector Plan 2017/2018.	O4.2 Six monthly progress reports completed and submitted to PSC for improved reporting on PASC activities.	P4.2 Reports submitted to PSC every six months.
5. Strengthen Policy Development on a Whole of Government level and within the Ministry.	A5.1 Lead the Development of a National Security Policy to strengthen whole of government approach to border management, transnational crimes and	O5.1 Improved safety for our people.	P5.1 Policy developed and implemented by June 2018.



	cyber security.		
	A5.2 Undertake review of Whole of Government approach to strengthen policy development and coordination amongst Government Agencies.	O5.2 Improved coordination and collaboration amongst all Ministries and SOEs with regards to national policies development Improved in-house policies.	P5.2 National Policy Coordination Committee up and running by June 2018. Involved in policy developments right from the inception of it by June 2018.
	A5.3 Assist with the development of internal policies for other Divisions within MPMC	O5.3 Assist with all in-house policies as directed by CEO and as requested by Managers.	P5.3 Policies developed and approved by CEO/Cabinet upon completion (On-going/when required).
6. Improve Public Sector Integrity and Culture (PASP – PSC, MPMC and OBM are co-leading this activity)	A6.1 Ensure consistent and relevant integrity standards are applied and upheld across the whole Public Sector including the mainstreaming of gender equity and vulnerable group issues.	O6.1 Improved work ethics by public servants. Mainstreaming integrity standards across the whole public sector.	P6.1 Integrity standards endorsed by CAC and approved by Cabinet by June 2018.

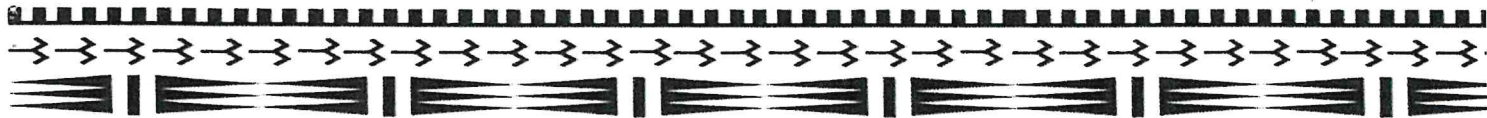


	A6.2 Scoping study for an Integrity Commission to be completed and recommendations to be implemented accordingly.	O6.2 Scoping study for an Integrity Commission completed.	P6.2 Scoping study endorsed by CAC and approved by Cabinet by June 2018.
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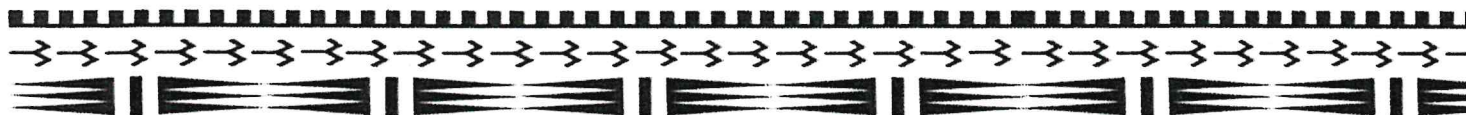
Press and Communications Division

Goal: To promote transparency through accurate and timely dissemination of Government information.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
SAVALI NEWSPAPER			
1. Regular and timely production and distribution of the Savali newspaper publications which includes both the weekly (bilingual) and the monthly (Samoan) editions.	A1.1 Ensure that the bilingual weekly Savali is printed and distributed in a timely manner by adhering to deadlines for editing, layout and print. Deadlines are set by the ACEO/Editor, working in tandem with the printing press.	O1.1 Public and stakeholders are up to date with government-related news and developments.	P1.1 2017-2018: 50 bilingual weekly issues per year, available every Wednesday; 12 Savali Samoa monthly issues per year, available on the first week of the next month.
2. Provide the Savali newspaper (weekly and monthly editions) free of charge to the public.	A2.1 Remove all subs for the Savali newspapers. All editions are to be provided free of charge - with the exception of overseas subs where the subscriber will	O2.1 Provide free copies of the weekly Savali newspaper to key locations across Upolu and Savaii, gradually building up from the current	P2.1 Revenue targets to be met exclusively through advertising income. Wider coverage



	have to pay for postal charges.	urban locations to rural parts of Samoa. This will ensure government news and advertising has the widest reach possible.	achieved through expanded distribution via strategic locations across Samoa.
3. Increase the number of copies for both the weekly and monthly publications.	A3.1 To gradually increase the number of newspapers printed, in collaboration with the printing press.	<p>O3.1 Effective from July 2017, the newspaper will be provided free to the public. By the end of FY2021, the print run for the weekly newspaper should reach 1500 and distribution will cover more of Samoa. By 2021, the monthly Savali Samoa print run should also double to 2000 copies per month.</p> <p>This will ensure a wider reach beyond urban Apia for government news and information as well as improve marketing and sales opportunities.</p>	P3.1 2017/2018: Gradual increase to 500 Weekly bilingual newspaper and 1200 monthly Savali Samoa newspaper.



PRESS SECRETARIAT			
4. Compile press releases from Cabinet decisions and disseminate it for information of relevant stakeholders and public.	A4.1 Collect information from Cabinet Secretariat and compile Cabinet News for dissemination within 24 hours of the weekly Cabinet meeting.	O4.1 Cabinet Releases should be made available to the media and public by Thursday afternoons.	P4.1 Timely dissemination of 200 Cabinet Releases (50 per year), every Thursday.
5. Compile Press Releases on behalf of government in response to any major issues that require government intervention.	A5.1 (a) Monitor media on government issues to ensure accurate and factual news coverage. A5.1 (b) Where required, compile and disseminate press releases or responses on behalf of government.	O5.1 Any issue raised in the media relating to government is to be assessed and where necessary, a response or press release is to be issued within 24 hours.	P5.1 Press releases or responses issued within 24 hours.
6. Respond to all enquiries (in person, via letters and electronic mail, phone) in relation to government information. Organize and facilitate press conferences for Prime Minister and Cabinet Ministers.	A6.1 Handle all correspondence and enquiries relating to government activities and redirect where appropriate.	O6.1 All enquiries are responded to in a timely manner with accurate and relevant information.	P6.1: 1100 queries addressed per year which equates to approximately 90 queries per month. Performance audit every three months to ensure phones are



			<p>answered, queries are dealt with in a professional manner and staff are making themselves available to handle queries from the public. There will also be a feedback tab made available on the Savali website, as well as notice in the Savali newspaper to encourage open feedback from the public in relation to Savali output.</p>
<p>7. Develop a Communications Strategy for the Press and Communications Division, to be applied internally and at Ministry level.</p>	<p>A7.1 Develop guidelines for standard PCD processes and templates to streamline methods and approach for media releases and reports from the division. The strategy will be</p>	<p>O7.1 Introduction of PCD processes and procedures and standardised templates to streamline writing and focus of the Savali and Press Secretariat.</p>	<p>P7.1 By December 2017 there should be a Communications Strategy for the Press and Communications Division and by July 2018, the strategy</p>



	based on stakeholder consultations/survey and other mandates that govern the work of the PCD, such as Cabinet Directives and industry code of practice.	These guidelines will also include processes at Ministry-level.	should be expanded to include Ministry-level processes.
8. Develop a Media Liaison Strategy (as part of the Division's Communications Strategy) to better manage communications duties on behalf of government.	A8.1 Develop a Media Liaison Strategy to formalise processes relating to media compliance for government events, especially pertaining to access, accreditation and protocol.	O8.1 (a) Adoption of a Media Liaison Strategy for Communications team. O8.1 (b) Effective coordination of media activities for any major events hosted by government in Samoa. All local media and foreign media to comply with established processes and procedures.	P8.1 (a) By March 2018, the Media Liaison Strategy should be completed and implemented in all relevant Communications work. P8.1 (b) Coordination plan for media activities for major events to be ready at least one week before the event.
TRAINING NEEDS/STAFF SUPPORT			
9. Adapt a training plan for staff and link to Performance Agreements and	A9.1 Complete performance plans and performance	O9.1 All staff will be clear on what is expected of them at the end	P9.1 Annual performance plans and performance

<p>Reviews, as well as any issues that may arise from the quarterly anonymous performance audit.</p>	<p>reviews for all staff by July of every year.</p> <p>A9.2 Encourage and support staff training where available through PSC and HR through CSU.</p>	<p>of the 12 month agreement in terms of their overall performance.</p> <p>O9.2(a) Support staff in participation at any training made available through PSC and CSU.</p> <p>O9.2(b) Ensure that PCD staff participate in industry training opportunities that crop up from time to time. These trainings are important to refresh and maintain high professional standards while remaining abreast of the latest industry developments.</p>	<p>reviews to be signed by the CEO and filed with Corporate Services Division by July of every year.</p> <p>P9.2 Increased capacity due to trainings. To be shown through presentations to the division and Ministry at the Continuous Learning Dialogue sessions. Improved performance and output from staff who attended the training.</p>
<p>10. Internal Office Communications</p>	<p>A10.1 Weekly Staff Meetings to provide feedback and monitor staff progress. Also to discuss any issues raised in Ministry</p>	<p>O10.1 A division that shares information and communicates with one another on all aspects of their work. Also sharing</p>	<p>P10.1 50 Divisional Meetings each year.</p>

Management Meetings.

experiences and learning from each other.

Information Communication and Technology Division

Goal: Provide a robust and secure ICT infrastructure that supports the Ministry's demand for technological use and information access.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
<p>1. Improve the Ministry ICT network infrastructure for a more resilient, effective and productive work environment.</p>	<p>A1.1 Effective management and monitoring of Ministry virtual and local area networks.</p>	<p>O1.1 (a) Network access and usage is well secured and regulated.</p> <p>O1.1(b) Security policies are updated and effective in collaboration with divisional heads regarding access requirements.</p>	<p>P1.1 Ongoing – Monthly reports to Management.</p> <p>Ongoing</p>
	<p>A1.2 Review virtualization solutions for network management.</p>	<p>O1.2 Cost-effective, scalable and enhanced management of ICT assets and endpoints within the Ministry (both onsite and offsite).</p>	<p>P1.2: 30 June 2018.</p>
	<p>A1.3 Reassess network infrastructure to drive a clutter-free, well-connected, and efficient working environment.</p>	<p>O1.3 Wireless access points upgrade.</p>	<p>P1.3: 30 June 2018.</p>
	<p>A1.4 Timely server backup schedules.</p>	<p>O1.4 Daily backup registers.</p>	<p>P1.4: Ongoing</p>

2. Drive the acquisition and deployment of systems and system solutions to support Ministry services and operations	A2.1 Plan and implement due system upgrades and review all vendor contracts.	O2.1 (a) Systems are kept up-to-date for optimized performance and workflow O2.1 (b) Service provision is optimal for Ministry connectivity needs.	P2.1 (a): Ongoing P2.1 (b): 30 June 2018
	A2.2 Invite and review system solutions for improved records management and enhanced in-house communication.	O2.2 Improved and centralized systems and portals for the processing, sharing, and storing of in-house data.	P2.2: 30 June 2018
	A2.3 Drive the adoption of cloud-based services for centralized information management and access.	O2.3 Cooperative work ethics and efficient inter-divisional communication are promoted.	P2.3: Ongoing – ad hoc Staff trainings and refresher sessions.
3. Deliver responsive, informative and reliable ICT service delivery and support.	A3.1 Implement and drive coherent policies for the procurement, use and management of ICT assets, systems, and services.	O3.1 Proper governance of ICT with compliance to prevalent Ministry and relevant policies.	P3.1: 30 June 2018.
	A3.2 Deploy channel of task management for staff to manage and monitor ICT service delivery.	O3.2 Prioritization and transparency of tasks allocated to ICT unit.	P3.2: Testing and deployment of service tracking software by 31 Dec 2017.

	A3.3 Centralize registration of ICT assets.	O3.3(a) ICT Asset Procurement Plan O3.3(b) ICT Assets (and Write-off Assets) Register	P3.3 (a): 30 June 2018 P3.3 (b): Ongoing
	A3.4 Conduct staff trainings regarding ICT technologies used in the Ministry, and conduct Quality of Service surveys.	O3.4(a) Capacity building and knowledge base for staff in ICT. O3.4(b) Feedback surveys for evaluating and reviewing ICT unit quality of service.	O3.4(a) : Ongoing O3.4(b) : Ongoing
	A3.5 Lead ICT unit development and up-skill unit staff.	O3.5(a) Improved ICT support within the Ministry. O3.5(b) Capacity building of ICT technicians via training opportunities when available.	O3.5(a): Ongoing O3.5(b): Certification and presentations per training attended.

Corporate Services Division

Goal: To provide efficient and sound advice and services on financial, assets, human resource and records management to support the achievement of the Ministry's goals.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
1. Prudent and efficient financial management and administration.	BUDGET A1.1(a) Timely and thorough budget planning.	O1.1 (a) Comprehensive and incorporated budget planning for the Ministry.	P1.1 (a): New budget estimates and Mid-Year Review template

	A1.1(b) Close budget monitoring, spending and timely budget advice.	O1.1(b) Budget expended accordingly with the Ministry's activities and support overall goals.	completed and submitted to MOF within given due dates. P1.1(b): Monthly budget updates and reporting to Management.
	PAYMENTS A1.1(c) Timely and accurate processing of Ministry payments.	O1.1(c) Compliance with financial payment processes and policies.	P1.1(c): At least 90% of payments in a month are processed within 15 days.
	REVENUE COLLECTION A1.1 (d) Close monitoring and administration of revenue collection for the Ministry. A1.1 (e) Regular reconciliation of debtors.	O1.1 (d) Revenue collection for the Ministry not misappropriated and processed accordingly. O1.1 (e) Revenue due to the Ministry are collected within financial year payments are due.	P1.1 (d): Targeted Ministry revenue collection achieved with no misappropriations. P1.1 (e): All debtors for each financial year are reconciled by the end of each

			financial year.
2. Efficient assets and services procurement and management.	PROCUREMENT A2.1 Procurement processes for assets and services completed in a timely manner and in accordance with guiding policies.	O2.1 Compliance with procurement policies and guidelines.	P2.1: Contracts and pertinent documentations in place for all procurement of assets and services.
	ASSET MANAGEMENT A2.2 (a) All Ministry assets are registered and labelled. A2.2(b) Close and regular asset monitoring and management.	O2.2(a) Updated asset register with current and correct asset information. O2.2(b) Assets regularly inspected and managed in compliance with prevailing policies.	P2.2(a): Monthly reports to Management on asset management. P2.2(b): Timely reporting and processing of any irregularities or matters pertaining to asset management.
3. Enhanced human resource management.	PERFORMANCE MANAGEMENT A3.1 Monitor and administer the implementation of performance management for all staff.	O3.1 Improved staff performance supporting the achievement of Ministry goals.	P3.1: Performance Plans and Performance Reviews for all staff completed on a biannual

			basis.
	<p>RECRUITMENT & SELECTION</p> <p>A3.2 Timely and efficient recruitment and selection processes.</p>	<p>O3.2 All vacancies processed in a timely manner and in accordance with prevailing R&S policies.</p>	<p>P3.2: All vacancies filled within 2 months or less.</p>
	<p>ORGANISATION STRUCTURE</p> <p>A3.3 Review and maintain organizational structure.</p>	<p>O3.3 Organizational structure is current and supports organizational functions.</p>	<p>P3.3: Organizational structure reviewed every 2 years.</p>
	<p>WORKING CONDITIONS & ENTITLEMENTS</p> <p>A3.4 Efficient monitoring and advice on working conditions for all staff.</p> <p>A3.5 Efficient monitoring and processing of staff entitlements.</p> <p>A3.6 Human Resource Management</p>	<p>O3.4 Working conditions are monitored closely and advised upon accurately in accordance with prevailing policies.</p> <p>O3.5 All staff entitlements are monitored and processed accordingly.</p> <p>O3.6 All human resource information updated and</p>	<p>P3.4: Timely and informed advice and actioning of working conditions for all staff.</p> <p>P3.5: Timely processing of all staff allowances.</p> <p>P3.6: Quarterly Human Resource</p>

	Information System updated and maintained.	maintained.	Management reports generated from HRMIS system are completed.
4. Enhanced human resource development.	<p>CAPACITY BUILDING</p> <p>A4.1 Develop Workforce Plan for the Ministry to support the new Corporate Plan 2017 - 2020.</p> <p>A4.2 Identify, allocate and monitor staff training opportunities.</p> <p>A4.3 Facilitate on-going knowledge and information sharing for the Ministry.</p>	<p>O4.1 Staff capacity development needs to support corporate objectives for the Ministry are identified and planned for.</p> <p>O4.2 Relevant training opportunities are allocated appropriately for all staff.</p> <p>O4.3 Strengthen staff institutional knowledge.</p>	<p>P4.1: Workforce Plan completed by June 2018.</p> <p>P4.2: Weekly updates of Training Database with fortnightly reports to Management on trainings attended by staff.</p> <p>P4.3: Fortnightly Continuous Learning Dialogues completed and monthly inductions and refresher sessions for staff.</p>
5. Improved administration and customer service.	<p>ADMINISTRATION</p> <p>A5.1 Accurate and timely</p>	O5.1 Annual Reports reflect all Ministry	P5.1: Annual Reports

	<p>completion of Annual Reports.</p> <p>A5.2 Support State services and ceremonies.</p> <p>A5.3 Provide cultural and liaison services for the Ministry.</p>	<p>activities and completed within set times.</p> <p>O5.2 State services and functions supported and managed.</p> <p>O5.3 Cultural representation and support services for the Ministry rendered and administered.</p>	<p>completed by Sep of every year.</p> <p>P5.2: State services well supported and implemented</p> <p>P5.3: Timely and efficient cultural and liaison services provided for the Ministry.</p>
<p>6. Improved records and information management.</p>	<p>RECORDS MANAGEMENT</p> <p>A6.1 Review internal records policy for improved records management.</p> <p>A6.2 Identify all Ministry records for archiving.</p>	<p>O6.1 Record keeping and filing improved across the Ministry.</p> <p>O6.2 Archiving policies and processes are complied with.</p>	<p>P6.1: Records policy reviewed by Jan 2018.</p> <p>P6.2: Quarterly submission of archived Ministry files to Records and Archives Division, Ministry of Education, Sports and Culture.</p>

	MAILING AND INFORMATION MANAGEMENT A6.3 Review system for receiving and dispatching mail and relevant documents to ensure safeguarding and proper management of mail and information.	O6.3 Improved coordination of receiving, transferring and dispatching of official documents and mail.	P6.3: Mailing system reviewed annually.
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Transnational Crime Unit

Goal: To ensure the safety of Samoa using high level intelligence network to detect transnational criminal activities.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
1. Disrupt and deter Transnational Crime through proactive targeting and Intelligence led investigation.	A1.1 Focused investigations that impact strategically on transnational offending.	O1.1 Intelligence led investigations undertaken to disrupt criminal activities.	P1.1: Impact on transnational criminal environment measured in prosecutions.
	A1.2 Disruption and deterrence of transnational crime through enforcement activities as well as prosecutions.	O1.2 Decrease in transnational offending.	Transnational crime disrupted and further deterrence identified in the PTCCC two year Assessment.
	A1.3 Intelligence led investigations that promote our stakeholders.	O1.3 Increase in interagency coordinated Operations.	

2. Promote and maintain Inter-agencies and develop new partnerships.	A2.1 Interagency liaison on operational matters.	O2.1 BoM meetings and discussion of critical issues.	Increased coordinated interagency operations. Successful operations. Contact registry for government contacts developed.
	A2.2 Develop interagency targeted operations.	A2.2 Establishment of contacts within government agencies.	
	A2.3 Assist in stakeholder agencies request for information and assistance.	Increased interagency coordination.	
	A2.4 Coordinate interagency initiatives to address strategic level of transnational offending.		
3. Produce high quality tactical law enforcement intelligence for key stakeholders and clients.	A3.1 Produce strategic Crimes assessment with recommendations for focused priorities at the organizational level.	Threat Assessments.	Number of products disseminated
	A3.2 Produce and disseminate operational and tactical intelligence products.	Strategic Assessments. Tactical and operational.	

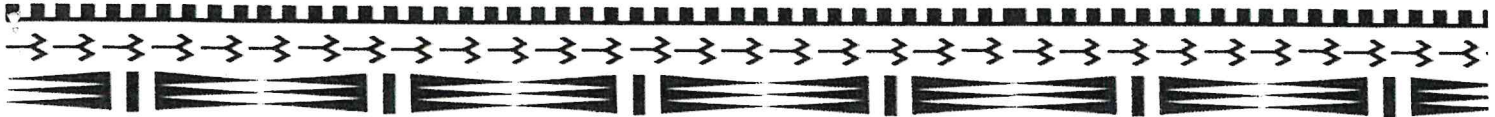
<p>4. Research projects of a national significance to determine current and future threat trends.</p>	<p>A4.1 Produce risk assessments at the national level that improves the missions of stakeholder agencies.</p> <p>A4.2 Identify priority threats at national level for mitigation.</p>	<p>Propose areas of priorities to stakeholders for action.</p>	<p>Number of implemented action based on proposed products.</p>
<p>5. Maintain and review Capacity building Plan to support TCU members.</p>	<p>A5.1 Invest in personnel capacity building through training and on the job exposure.</p>	<p>O5.1 Competent and advanced skilled team members to contribute to the organization and to stakeholders as well.</p>	<p>P5.1: Capacity audits and performance appraisals.</p>

Immigration Division

Goal: To protect Samoa and promote economic development through effective Border Management, Issuances of Travel Documents, Granting of Samoan Citizenship, entry Permits, Temporary and Permanent Residency.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
<p>1. To strengthen Samoa's border security through effective and efficient border management controls.</p>	<p>A1.1 Maximize the capabilities of the border management system to enhance passenger profiling and assessment at all ports of entry.</p>	<p>O1.1 Accurate and timely reports on border detection cases, enhanced passenger profiling & assessment techniques.</p>	<p>P1.1 Standard border profiling & reporting template in place, and implemented by June 2018.</p>
	<p>A1.2 Strengthen coordination with relevant law enforcement agencies both national and international to ensure intelligence information is shared and utilized in a timely manner.</p>	<p>O1.2(a) Reliable intelligence information readily available for decision making. O1.2(b) Timely dissemination of Intelligence reports to Primary line officers and vice versa.</p>	<p>P1.2 Intelligence and irregular reports submitted to CEO and PIDC on a monthly basis.</p>
	<p>A1.3 Inform the public & stakeholders on legislation & policy changes and migration associated crimes.</p>	<p>O1.3 Increased level of compliance and understanding from stakeholders and the Public.</p>	<p>P1.3 Regular use of the media for public consultations and develop stakeholder surveys (twice a year).</p>

	A1.4 Exchange intelligence information and border alerts with Pacific Immigration Directors Conference Member Countries (PIDC).	O1.4 Improved border security, and increase likelihood of threat detection, and precautionary actions to prevent any border security threats to Samoa.	P1.4 Better coordination and enhanced channels of communication and intelligence sharing as measure by the increase in number of documented country reports tabled in PIDC monthly intelligence bulletin.
2. To provide effective and efficient residency and citizenship services.	A2.1 Ensure all residency and citizenship applications are thoroughly checked against legislation requirements and policies.	O2.1 Improved residency and citizenship processes and compliance with legislation and policy requirements.	P2.1 Improved general processes as measured by increased number of applications approved on time.
	A2.2 Maximize the capabilities of the integrated permit and citizenship system to strengthen monitoring and compliance.	O2.2 Residency and citizenship processes streamlined and transparent.	P2.2 Enhanced level of compliance as measured by number of applications completed and approved within the standard timeframes.



3. To improve customer service delivery through capacity building and development of Staff.	A3.1 Develop & implement training programmes which target specific needs of staffs to ensure quality of work & service delivery is enhanced.	O3.1 Develop programmes and implement on a regular basis.	P3.1 Training programmes developed and implemented on a quarterly basis.
	A3.2 Conduct performance appraisals for all immigration staff.	O3.2 All Staff performance plans updated and appraisals completed on time.	P3.2 All staff performance appraisals and agreements completed by 31 May every year.

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