



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

**CORPORATE PLAN  
2017-2021**





**FOREWORD FROM THE HONORABLE PRIME MINISTER**

I am pleased to endorse this strategic plan for the Ministry of the Prime Minister and Cabinet which sets out the Ministry's direction for the next four years.

The vision and strategic goals being pursued by the Ministry are fundamental in supporting the effectiveness of the machinery of government and is reflective of the Ministry's mandated functions.

I am positive that the Ministry is well placed and equipped for its endeavour in the coming years and look forward to the future success of this plan.

Faafetai,

Hon. Tuilaepa Sailele Malielegaoi  
**PRIME MINISTER**



**Table of contents**

	<b>Page</b>
I. Foreword from the Honourable Prime Minister.....	1
II. Table of Contents.....	2
III. Chief Executive Officer’s overview.....	3
IV. Organization Structure.....	5
V. Mandate.....	6
VI. Operating Environment.....	7
VII. Vision, Mission, Values, Abbreviations.....	9
VIII. Strategic Goals.....	10 - 12
❖ 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	
IX. Review of the Corporate Plan 2014 – 2017	
❖ Office of the Head of State.....	14
❖ Office of the Council of Deputies.....	15
❖ Office of the Prime Minister.....	16
❖ Cabinet Secretariat Division.....	18
❖ Policy Implementation and Monitoring Unit.....	20
❖ Corporate Services Division.....	21
❖ Immigration Division.....	27
❖ Press Secretariat.....	31
❖ Savali Newspaper.....	33
❖ Seasonal Employment Unit.....	36
❖ Facility Management Unit.....	38
❖ Transnational Crime Unit.....	40



## CHIEF EXECUTIVE OFFICER'S OVERVIEW

The Ministry of the Prime Minister and Cabinet operates at the center of the Executive government as one of the central agencies. The Ministry's core functions encompass policy and program coordination and monitoring across the whole of government, provision of immigration services, dissemination of government information and rendering secretariat support services to the Executive Offices and Ministry as a whole.

Given its policy advisory support to Cabinet and coordination across the whole of government, the Ministry is the government's gate keeper – meaning that it plays a prominent role in ensuring that all proposals that are brought in from government Ministries and Corporations are thoroughly vetted and screened. It is crucially important to re-emphasize that Cabinet collectively consider and decide on policy proposals from the whole of Government and not just for the individual Ministry most directly concerned. It is, therefore, essential that Cabinet must be presented with a holistic picture of all relevant facts and opinions.

Whilst it is recognized that individual Ministries will naturally tend to place first priority on their own portfolio interests, Cabinet's perspective is much broader. Cabinet has to look at policy proposals from Government's overall strategic direction. Accordingly, if Ministers are to make well informed and coherent policy decisions consistent with Government's strategic policy priorities, it is imperative that Cabinet is presented with recommendations and advice from a whole-of-Government perspective.

In terms of participation in the sector, the Ministry is one of the key Ministries in the implementation of the Public Administration Sector Plan which aims at creating a professional and competent public administration that provides quality and coordinated service delivery to the people of Samoa in a cost effective and efficient manner.

Overall, the Ministry plays a crucial role in the monitoring of government's major policy and program decisions that cut across all sectors of the economy, private sector and the community. In enabling a healthy environment for strong coordination it is vitally important to establish robust working relationship with stakeholders.

This strategic document therefore aims to provide a high level overview of the functions of the Ministry and the priorities that it will focus on in the timeframe of this plan, in order to achieve its vision.

The Ministry's vision for the next four years is to **ensure a well governed, secured and informed Samoa** which links to sectoral goals and ultimately contribute to realizing the vision of the Strategy for the Development of Samoa (SDS) in 'accelerating sustainable development and broadening opportunities for all'.

This will be achieved through its Mission in **strengthening 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.**



The Ministry has ten Divisions that are diverse and challenging but provides opportunities for the Ministry to fully engage and work collaboratively with all government Ministries and Corporations, Private Sector and the Community as well as overseas development partners.

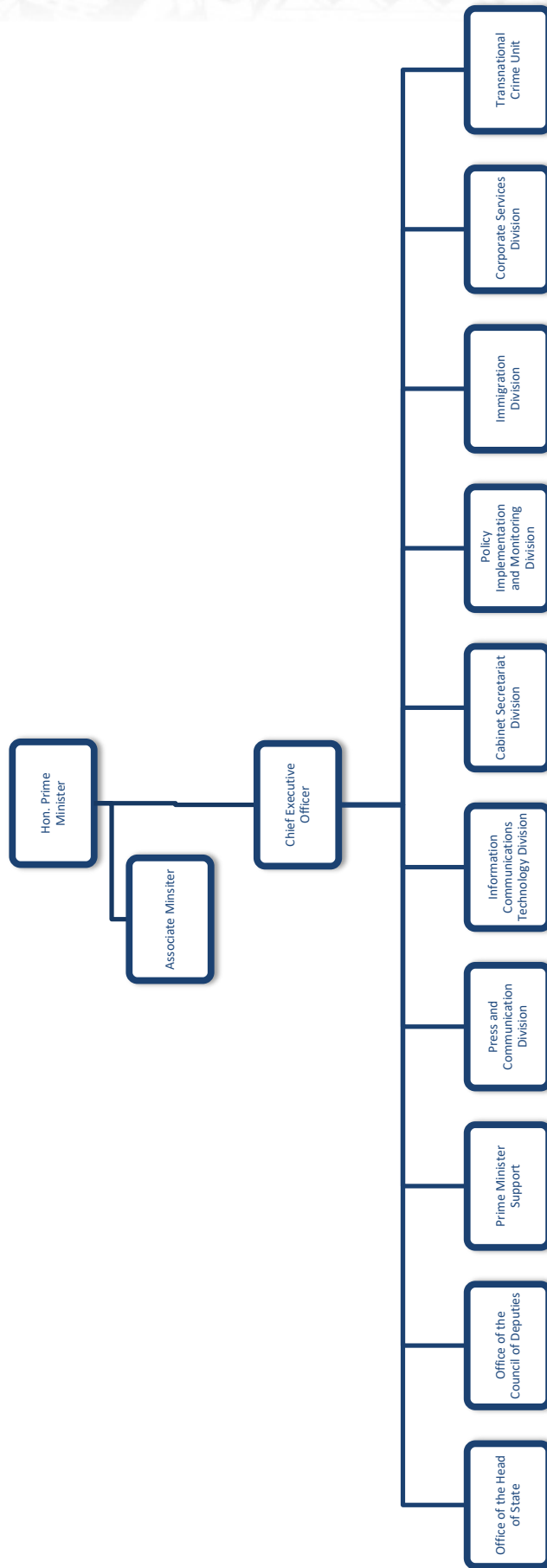
I anticipate that there will be certain challenges and difficulties ahead of this four year journey, nevertheless my confidence lies in the mutual commitment and dedication of the Management and Staff of the Ministry, as well as the unwavering support of our stakeholders and partnerships that will propel the implementation and achievement of this plan.

Soifua ma ia manuia

**Agafili Shem Leo**  
**CHIEF EXECUTIVE OFFICER**



ORGANISATION STRUCTURE





## MANDATE

The functions and mandated responsibilities of the Ministry of the Prime Minister and Cabinet are derived from the following legislations and existing policies and plans:

### 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



## OPERATING ENVIRONMENT

### STRENGTHS AND OPPORTUNITIES

The strategic placement of the Ministry at the center of the executive government continues to be a strength in allowing the Ministry to have a bird's eye view of all government developments and form close working relationships with government agencies and thus is advantageous in soliciting urgent information required by Cabinet as well as disseminating Cabinet decisions for immediate action.

The central coordinating role of the Ministry on a Whole of Government scale also presents the opportunity for many local and overseas trainings and meetings for staff, particularly for policy related trainings in various sectors of the government, to enhance staff capacities and keep abreast with the latest national and international developments and issues.

The Ministry's exclusive role in providing secretarial support directly to the Executive Government allows for better understanding of Cabinet decisions and direction for government and informs the Ministry's role in providing national policy coordination and monitoring in line with national strategic priorities of government.

The highly anticipated new submarine cable is also projected to enhance information technology for Samoa and thus is expected to facilitate the improvement of the Ministry's systems and processes and enabling online services to be available, awareness programs and swift dissemination of government information.

The on-going public sector reforms have identified tentative plans for the Immigration Division to possibly be established as a standalone Ministry and amalgamate with other relevant agencies. This can be deemed as opportunistic in allowing this major function currently under the stewardship of the Ministry, to expand and fully realise its legislative mandate.

The Ministry's internal governance and operational systems are adequate and functional to support its roles. Essentially, the beginning of the year 2016 saw a change in the leadership composition of the Ministry starting from the appointment of its new Chief Executive Officer and subsequently all Management positions were filled which included newly established, amalgamated and demarcated positions. The separation of the Seasonal Employment Unit and merging with the Ministry of Commerce, Industry and Labour in mid-2017 also allowed for the Ministry to focus on its other major functions. With a full Management team and a clear distinction of functions, the Ministry is well poised to deliver and focus on its responsibilities.

Further, a notable increase in the number of graduates joining the Ministry, combined with the wealth of institutional knowledge of long serving employees, bodes well with the strive for a highly proficient and competent staff that deliver quality results and services from the Ministry.





## **WEAKNESSES AND THREATS**

The Ministry's placement at the center of the executive government can also be deemed as a threat in terms of the political environment that surrounds the operation of the Ministry which may interfere with the Ministry's role in driving the whole of government approach.

The next General Elections in 2021, and this may bring changes but nevertheless, the Ministry is adamant to remain apolitical and serve the government of the day irrespective of which political party is at the helm of government.

An on-going threat is the leakage of confidential government information the Ministry is privy to, which may result in misinformation to the public. Further, the on-going challenge with the printing press and consequent delays in the printing of the government gazette pose a challenge for the Ministry in fulfilling its information dissemination responsibility.

The Ministry's fundamental role in organising and coordinating annual State functions and events is a weakness in view of the time that it consumes and detracts from the focus on other strategic and core functions, but this role cannot be denied or neglected.

The diversity of the Ministry's functions also poses a weakness in terms of competing priorities and restricted focus. Further, with the demarcation and establishment of some new Divisions under the Ministry, there is also a growing pressure on current resources such as capital items and office space and there is a need for more personnel to support its evolving structure and responsibilities.

Whilst legislations, policies, systems and processes are in place to support the Ministry's operations, there is an urgent need to review some of the core legislations and develop regulations to reflect current policy decisions in place. There are also weaknesses in some aspects of existing systems that support the Ministry's core functions and need to be reviewed, updated and/or amalgamated to ensure the effectiveness, integrity and currency of the Ministry's services.

In view of the above, this strategic plan has incorporated resolutions to address and mitigate challenges posed through exercising and applying the Ministry's strengths and optimising on opportunities that arise.



## 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.

## ABBREVIATIONS

CBSC	Cabinet Secretariat Division
CEO	Chief Executive Officer
COD	Council of Deputies
CSD	Corporate Services Division
HOS	Head of State
ICT	Information Communication and Technology
IMM	Immigration Division
OCOD	Office of the Council of Deputies
OHOS	Office of the Head of State
OPTAIT	Organizational Performance Assessment and Improvement Tool
OMB	Office of the Ombudsman
OPM	Office of the Prime Minister
PCD	Press and Communications Division
PIMD	Policy Implementation and Monitoring Division
PM	Prime Minister
PSC	Office of the Public Service Commission
TCU	Transnational Crime Unit
WoG	Whole of Government



### STRATEGIC GOALS:

There are many targets the Ministry is committed to achieve over the next four years towards the realization of its Vision and Mission, and these have been aggregated under the following 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.

The activities and performance indicators for these strategic goals are delineated in the following table, which includes the Divisions of the Ministry that are responsible for leading and achieving these goals.

<b>GOAL 1: STRENGTHEN WHOLE OF GOVERNMENT POLICY AND PROGRAM COORDINATION AND MONITORING.</b>			
<b>Activities</b>	<b>Key Performance Indicators</b>	<b>Timeframe</b>	<b>Responsible Divisions</b>
1. Provide high quality policy advice to the Prime Minister and Cabinet.	a) Timely policy advice to the Prime Minister.	Ongoing	PIMD, CBSC
2. Strengthen whole of government policy development and coordination.	a) One Public Sector-One Vision for good governance-One Policy implemented.	Jun 2018	PIMD
	b) National Policy Coordination Committee up and running.	June 2018	PIMD
	c) National Policy Framework approved by Cabinet.	Dec 2020	PIMD
3. Monitor and evaluate Cabinet Decisions.	a) Monitoring and Evaluation Framework of Cabinet Decisions approved by Cabinet.	Jun 2019	PIMD, CBSC
4. Improve quality of public service delivery.	a) Organizational Performance Assessment and Improvement Tool (OPAIT) approved by Cabinet.	Jun 2018	PIMD (in collaboration with PSC)
5. Improve public sector integrity and culture.	a) Integrity standards approved by Cabinet.	Jun 2018	PIMD (in collaboration with PSC and OMB)
	b) Scoping study for an Integrity Commission approved by Cabinet.	Jun 2018	PIMD (in collaboration with PSC & OMB)



<b>GOAL 2: EFFICIENT AND EFFECTIVE SECRETARIAT SERVICES AND SUPPORT.</b>			
<b>Activities</b>	<b>Key Performance Indicators</b>	<b>Timeframe</b>	<b>Responsible Divisions</b>
1. Timely secretariat and support services for the Executive Offices of the Head of State and Council of Deputies.	a) Operations and Procedures Manual for the Executive Offices developed.	Jun 2018	HOS, COD, OPM (lead) PCD (support)
	b) Entitlements Policy for the Head of State and Council of Deputies developed and approved by Cabinet.	Jun 2020	PIMD (lead) OHOS, OCOD, CBSC (support)
	c) Head of State Act 1965 reviewed.	Jun 2021	PIMD (lead) OHOS, OCOD (support)
2. Timely secretariat support to the Honors and Awards Committee.	a) Honors and Awards Act 1999 reviewed.	Jun 2021	PIMD
3. Effective and efficient management of national events by government.	a) Events Management Strategy approved by Cabinet.	Jun 2020	PIMD, CBSC (lead) CSD, OHOS, OCOD, OPM, PCD (support)
4. Improve procedural and secretariat support to the Prime Minister and Cabinet.	a) Monitoring Tool for follow up of further information requested by Cabinet completed.	Jun 2018	CBSC
	b) Cabinet Manual reviewed every two years.	Ongoing	CBSC
	c) Ministerial Procedures and Processes Manual reviewed twice a year.	Ongoing	CBSC
	d) Electronic Data Management System (EDMS) operational continually.	Ongoing	CBSC, ICT
5. Improve compliance and understanding of Cabinet procedures and processes.	a) Workshops for Cabinet Liaison Officer Forum completed twice a year.	Ongoing	CBSC
<b>GOAL 3: EFFICIENT AND ACCURATE COMMUNICATIONS.</b>			
<b>Activities</b>	<b>Key Performance Indicators</b>	<b>Timeframe</b>	<b>Responsible Divisions</b>
1. Clear and timely communication of information from Cabinet.	a) Communication Strategy for media releases.	Jul 2018	PCD, PIMD (lead) CBSC (support)
2. Formalize processes	a) Media Liaison Strategy completed.	Mar 2018	PCD



# MINISTRY OF THE PRIME MINISTER AND CABINET CORPORATE PLAN 2017 – 2021

relating to media compliance for government events.			
3. Provide a cohesive and streamlined approach to dealing with media issues across the public service.	a) Two media trainings per month for government agencies.	Ongoing	PCD
<b>GOAL 4: VIGILANT AND COORDINATED NATIONAL AND BORDER SECURITY.</b>			
Activities	Key Performance Indicators	Timeframe	Responsible Divisions
1. Ensure the safety and security of Samoa.	a) National Security Policy developed.	Jun 2018	PIMD, IMM, TCU
	b) Immigration Act 2004 reviewed and regulations developed.	Jun 2019	IMM, PIMD
	c) Ensure the integrity and functionality of border management systems.	Ongoing	ICT, IMM
2. Facilitate a conducive process for permit applications.	a) One Stop Shop Strategy developed.	Jun 2018	IMM, ICT (in collaboration with MCIL and AG)
3. Maintain integrity of issuance of travel documents.	a) Passport Act 2008 reviewed and regulations developed.	Jun 2019	IMM, PIMD
4. Strengthen compliance with citizenship requirements.	a) Citizenship Act 2004 reviewed and Regulations developed.	Jun 2019	IMM, PIMD
5. Strengthen detection and deterrence of transnational crimes from entering Samoa.	a) Increased interagency operations and networking with local and international agents.	Ongoing	TCU, IMM (lead) ICT (support)
	b) Decrease in transnational offending.	Ongoing	TCU, IMM
<b>GOAL 5: ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS.</b>			
Activities	Key Performance Indicators	Timeframe	Responsible Divisions
1. Ensure an effective and productive work environment for the Ministry.	a) Ministry's Workforce Plan 2018 - 2021 completed.	Jun 2018	CSD (lead) All Divisions (support)
	b) Ministry's Service Charter developed.	Dec 2018	CSD
	c) Improved and centralized systems and portals for processing, sharing and storing of in-house data.	Jun 2018	ICT, CSD
	d) ICT policy to guide the Ministry's operations developed.	Jun 2018	ICT, CSD
	e) Corporate Service Manual revised.	Jun 2019	CSD
	f) Standard Operating Procedures	Jun 2019	IMM



MINISTRY OF THE PRIME MINISTER AND CABINET  
CORPORATE PLAN 2017 – 2021

	Manual for Immigration developed.		
	g) ICT Disaster Recovery Plan for the Ministry completed.	Jun 2019	ICT
	h) Performance Management process for all staff completed on an annual basis.	Ongoing	All Divisions
	i) Organizational Structure reviewed every three years.	Ongoing	CSD (lead) All Divisions (support)
2. Expand availability of Ministry services in Samoa.	a) Ministry of the Prime Minister and Cabinet Office in Savaii fully operational.	Jun 2019	IMM, CSD, PCD
3. Ensure compliance with legislated reports for the Ministry.	a) Annual Reports completed by Oct of every year.	Annually	CSD (lead) All Divisions (support)



The following table details the review of the previous corporate plan for the Ministry of the Prime Minister and Cabinet for the period 2014 – 2017.

**CORPORATE PLAN 2014 – 2017 REVIEW**

<b>OFFICE OF THE HEAD OF STATE</b>				
<b>OBJECTIVES</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS</b>	<b>COMMENTS</b>
Ensure the timely execution of the Head of State's constitutional responsibilities.	All cabinet decisions communicated to the HOS in accordance with the Constitution (within 24hrs of Cabinet meeting)	Improved communication and delivery of Cabinet decisions to the Head of State.	<b>ACHIEVED &amp; ONGOING</b>	This can be considered achieved by 100% as most of the cabinet decisions communicated to the HOS met compliance with constitutional requirements. However there is a need to develop systematic procedures in collaboration with the Cabinet Secretariat Division to enhance and speed up the process of communicating cabinet decisions to HOS in order to avoid any delays and continue to strengthen constitutional compliance requirements.
	Assist with the preparation of State ceremonies.	Excellent state ceremonies hosted and reported on in local media.	<b>ACHIEVED &amp; ONGOING</b>	This can also be considered achieved by 100% based on the feedback and the reports provided by attendees of state ceremonies and the local media. Priority is always given to the immediate arrangement and preparation of all state



# MINISTRY OF THE PRIME MINISTER AND CABINET CORPORATE PLAN 2017 – 2021

To provide efficient secretarial and administrative support services to the Head of State.	Ensure adequate provisions are included in HOS budget estimates.	Secretarial and administrative support services to the HOS are operating efficiently and in line with budget provisions.	<b>ONGOING</b>	ceremonies hosted by the Head of State.  The review estimates that 95% has been achieved for this performance target. It is mainly due to the absence or non-addressing of some crucial areas required: <ul style="list-style-type: none"><li>▪ Absence of systemized filing.</li><li>▪ Absence of an operation manual.</li><li>▪ Absence of a proper monitoring system.</li><li>▪ Employee turnover.</li></ul> With the addition of three new staffs during this planning period, emphasis has been placed on adherence with the new Corporate Plan as the main guideline for our divisional performance in order to achieve our set targets.
<b>OFFICE OF THE COUNCIL OF DEPUTIES</b>				
<b>OBJECTIVES</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS</b>	<b>COMMENTS</b>
In the absence of his Highness, ensure the timely execution of the constitutional	In the absence of the Head of State: <ul style="list-style-type: none"><li>• All cabinet decisions communicated to the COD in accordance</li></ul>	Continuity of cabinet decisions communicated and assented to in accordance with the constitution.	<b>ACHIEVED &amp; ONGOING</b>	The Office of the Council of Deputies continued to provide administrative support to enable the members of the Council of Deputies to perform





<p>responsibilities of the Head of State.</p> <p>To provide efficient secretarial, administrative and financial support services for the Office of the Council of Deputies.</p>	<p>with the Constitution (within 24 hours of Cabinet)</p> <ul style="list-style-type: none"> <li>Assist with the preparation of State ceremonies.</li> </ul> <p>Ensure adequate provisions included in COD budget estimates.</p>	<p>Excellent state ceremonies hosted and reported on in local media.</p> <p>Secretarial, administrative and financial support to the COD operating efficiently and in line with budget provisions.</p>	<p><b>ACHIEVED &amp; ONGOING</b></p> <p><b>ACHIEVED &amp; ONGOING</b></p>	<p>their constitutional responsibilities when deputising for the Head of State in his absence.</p> <p>The Office of the Council of Deputies was able to facilitate and action majority of the secretarial and administrative support needs for the members of the Council of Deputies in this three year period.</p>
OFFICE OF THE PRIME MINISTER				
OBJECTIVES	ACTIVITIES	PERFORMANCE INDICATORS	STATUS	COMMENTS
<p>To ensure that the Office is adequately provided with staff, funding, transport, record security and communication equipment.</p>	<p>Regular reviews of adequacy of support facilities/resources to ensure efficient service to the PM.</p>	<p>The level of satisfaction of PM with the quality of support services.</p>	<p><b>ACHIEVED &amp; ONGOING</b></p>	<p>A continuous and on-going objective to ensure that the support service needed for the PM is of high standard. Realistic provisions are always proposed in the Government Annual Budget. PM expressed satisfaction as reflected from the targets achieved of 100% in the Annual report 2015/2016.</p>



MINISTRY OF THE PRIME MINISTER AND CABINET  
CORPORATE PLAN 2017 – 2021

<p>To ensure that the communication support needs of the PM are provided effectively and efficiently.</p>	<p>Remodelling of the Office to best serve the public and VIP guests.</p> <p>A records specialist to establish an efficient and up-to-date Filing System for the PM's Office.</p>	<p>Level of satisfaction of visitors to the PM's Office with the quality of support services provided as per results of 6 monthly service research questionnaires filled by visitors.</p> <p>A well secured records/filing room.</p> <p>An up-to-date Filing System for the PM's office.</p>	<p><b>ACHIEVED</b></p> <p><b>ACHIEVED</b></p> <p><b>ONGOING</b></p>	<p>Serving of guests is more efficient since VIP guests are now hosted in a private and more comfortable room while the general public are accommodated in a separate waiting room.</p> <p>Records have already been sorted into years but still required a records specialist who has the specialised knowledge to establish an up-to-date and efficient records/filing system for the Office of the PM.</p>
<p>To ensure that the communication support needs of the PM are provided effectively and efficiently.</p>	<p>Ensure that speeches/addresses for the PM's official engagements are received on time i.e 2 days before an event.</p> <p>Ensure timely and efficient handling &amp; dissemination of PM's personal and official correspondences.</p>	<p>Speeches and addresses received and delivered on time.</p> <p>Mails/correspondences are timely registered, submitted for the PM's attention and disseminated to respective addressees.</p>	<p><b>ACHIEVED &amp; ONGOING</b></p> <p><b>ACHIEVED &amp; ONGOING</b></p>	<p>PM's satisfied with quality of service provided as reflected from the 99% targets achieved in the annual reporting period of 2015-2016.</p>



		PM's expressed satisfaction with the communication support service provided.	<b>ACHIEVED &amp; ONGOING</b>	
To ensure that all necessary arrangements are in place for the safety and security of the Prime Minister 24/7.	Regular meetings with Commissioner of Police, CEOs MFAT and MPMC.	PM's expressed satisfaction with security arrangements put in place.	<b>ACHIEVED &amp; ONGOING</b>	PM's highly satisfied with security services provided.
<b>CABINET SECRETARIAT DIVISION</b>				
<b>OBJECTIVES</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS</b>	<b>COMMENTS</b>
To improve procedural and secretarial support to the Prime Minister and Cabinet.	Prepare Cabinet meetings in accordance with requirements of the Cabinet Handbook.  Develop and maintain a computerized system for Cabinet's use when convening meetings.	Cabinet meetings fully supported.  Computerized system developed.	<b>ACHIEVED &amp; ONGOING</b>  <b>ACHIEVED</b>	Number of Cabinet meetings prepared which satisfied requirements of the Cabinet Handbook.  Computerized system fully operational and used by Cabinet Ministers by June 2016.
	Conduct periodic reviews of Cabinet Manuals for improvement of Cabinet processes.	Cabinet Manuals' reviews conducted.	<b>ONGOING</b>	Improved Cabinet processes and procedures.



MINISTRY OF THE PRIME MINISTER AND CABINET  
CORPORATE PLAN 2017 – 2021

	Conduct 6 monthly workshops for Cabinet Ministers' Secretaries on Cabinet processes and procedures.	Refresher workshops for Secretaries conducted.	<b>ACHIEVED</b>	Improved awareness by Cabinet Ministers' Secretaries of Cabinet processes and procedures.
To strengthen secretarial support to the Offices of the Head of State (HOS) and the Council of Deputies.	Prepare and convey Cabinet Minutes and decisions to the Head of State.  Facilitate preparation of government documentations for the consent of the Head of State.  Facilitate preparation of Executive Council meetings.	Cabinet Meetings' Minutes and decisions prepared and conveyed.  Documentations prepared and delivered to the HOS.  Executive Council Meeting fully supported.	<b>ACHIEVED &amp; ONGOING</b>	Accurate and timely conveyance of minutes and decisions to the HOS and to the Council of Deputies in accordance with the Constitution.  All documents prepared subsequently promulgated by the HOS.  Timely secretarial support to the Executive Council meeting in accordance with the Constitution.
To strengthen efficiency of Cabinet's records management.	Deliver Cabinet decisions to Government implementing Ministries/Corporations in accordance with the Constitution.  Establish an Information Records Management Unit.	Timely delivery of Cabinet decisions.  Information Records Management Unit approved.	<b>ACHIEVED &amp; ONGOING</b>	Improved communication of Cabinet decisions.  Information records Management Unit operational by June 2016.



	Develop and maintain a computerized records system that enables government Ministries/Corporations to access Cabinet decisions.	Records System developed.	<b>ONGOING</b>	Records System operational by June 2017.
<b>POLICY IMPLEMENTATION AND MONITORING UNIT</b>				
<b>OBJECTIVES</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS</b>	<b>COMMENTS</b>
To strengthen policy advisory role to the Prime Minister & Cabinet.	Prepare weekly policy briefs for the PM.	Accurate, timely and well organized policy briefs to the PM.	<b>ACHIEVED &amp; ONGOING</b>	Timely communication of policy advice to the Prime Minister.
To strengthen the coordination role of PIMU.	Facilitate Cabinet Liaison Officer’s forum twice a year.  Initiate regular meetings of the Central Agencies Committee.	Meetings of the Cabinet Liaison Officer’s Forum convened.  Meetings of the CAC held and a work plan developed to strengthen the Committee’s policy coordinating role.	<b>ACHIEVED</b>  <b>ACHIEVED</b>	Improved compliance by Ministries and Corporations to the Cabinet Handbook guidelines.  Strengthened policy coordination amongst Central Agencies (MOF, PSC, MPE and MPMC).
Develop a Cabinet Policy database to consolidate all Cabinet decisions.	Develop a Cabinet Policy database to consolidate all Cabinet decisions.	Policy Database of all Cabinet Decisions developed and updated regularly.	<b>ACHIEVED &amp; ONGOING</b>	Cabinet Policy Document developed and approved by Cabinet as per FK(17)SP7. Timely and Easy access on all Cabinet Policies approved.



# MINISTRY OF THE PRIME MINISTER AND CABINET CORPORATE PLAN 2017 – 2021

To strengthen the monitoring role of PIMU in ensuring Cabinet decisions are implemented.	Prepare monitoring reports for Cabinet decisions on quarterly basis.  Develop a Projects Database.  Develop database on quarterly monitoring of Cabinet decisions.	Quarterly reports to Cabinet on the implementation of Cabinet decisions.  On-going government major projects are well monitored.  Quarterly monitoring reports to Cabinet on the progress of Cabinet decisions.	<b>ACHIEVED &amp; ONGOING</b>  <b>ACHIEVED &amp; ONGOING</b>  <b>ACHIEVED &amp; ONGOING</b>	Timely reporting to Cabinet on the progress of implementation of Cabinet decisions.  Assist in monitoring of on-going government projects for information of Cabinet.  Improved awareness by Cabinet on the progress/status of the implementation of Cabinet Decisions.
<b>CORPORATE SERVICES DIVISION</b>				
<b>OBJECTIVES</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS</b>	<b>COMMENTS</b>
<b>Provide effective financial management and internal control.</b>	Review the effectiveness of all systems and processes outlined in the 2010 Corporate Services Manual.  Check all payment submissions from Divisions against Finance 1.	Presentation made to all Divisions on revised Corporate Services Manual with regular reports to Management regarding compliance.  All submissions processed on time and in accordance with Finance 1.	<b>ONGOING</b>  <b>ACHIEVED &amp; ONGOING</b>	The review of systems and processes administered by Corporate Services Division is on-going and is incorporated in the daily operations of the Division where any issues identified and addressed are reported regularly during fortnightly Management meetings.  The Division continues to perform its role in monitoring and processing of payments in accordance with financial policies and procedures.



	<p>Monitor budget spending.</p>	<p>Ministry/Division budgets being expended on time and in accordance with approved estimates.</p>	<p><b>ONGOING</b></p>	<p>However, there are on-going challenges with internal processes and adequate staff in order for the Division to comprehensively perform its financial management and administrative roles. Nevertheless, additional staffs for the Accounts Team have been approved for the new financial year 2017/2018 and is anticipated to allow for a more structured approach in improving the Ministry's financial management and administration as well as reviewing and setting strong internal financial controls.</p> <p>Budget monitoring is also ongoing however there have been some Ministry level changes within this Corporate Plan term such as the appointment of two further members of the Council of Deputies in 2016, reallocation of Associate Minister's Office to be housed together with the Ministry, unforeseen travel including more overseas training opportunities for staff which have implications on approved budget estimates. Nevertheless,</p>
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	<p>Maintain/update assets register.</p>	<p>Report on state of Ministry's assets presented to Management every 6 months.</p>	<p><b>ACHIEVED &amp; ONGOING</b></p>	<p>flexibility has been exercised in spreading costs onto other outputs where possible and replenishing overspent outputs in accordance with financial management policies.</p> <p>There is on-going management of the Ministry's asset register and administration and a more active approach is exercised with registering and labelling of newly procured assets, write offs and preparation of irregularity reports where it is warranted.</p>
<p><b>Ensure the Ministry complies with PSC regulations regarding staff entitlements and R&amp;S</b></p>	<p>Training/induction provided for all new employees with refresher training held on biannual basis.</p>	<p>All staffs informed of their entitlements and obligations and are exercising these in accordance with PSC requirements.</p>	<p><b>ACHIEVED &amp; ONGOING</b></p>	<p>There is on-going allocation of staff to local and overseas training opportunities with the requirement of submitting a training report and presentation to the Ministry during the Continuous Learning Dialogue sessions, the latter being a new initiative for information sharing within the Ministry. Inductions for new staff are also on-going and staff entitlements such as allowances and leave entitlements are advised upon regularly including monthly updates on leave and staff attendance being distributed</p>





	All R&S processed and completed on time.	All vacant positions filled in a timely manner.	<b>ACHIEVED &amp; ONGOING</b>	regularly. The Ministry's organizational structure review was submitted to the Public Service Commission and Cabinet accordingly for their respective approvals and new positions have been approved for some Divisions. To date, the newly approved positions are awaiting confirmation of inclusion in the Ministry's budget before proceeding with the recruitment processes. On the other hand, all vacancies have been reviewed and undergoing the recruitment processes whilst some delays are attributed to unavoidable circumstances such as re-advertisements and mutual availability of panel members.
<b>Enhance HRD and HRM.</b>	Divisions to conduct performance appraisal reviews for all staff.	Performance appraisal plans for all staff in place & reviewed by divisions every 6 months.	<b>ACHIEVED &amp; ONGOING</b>	The Ministry has undergone its trial period for performance planning and reviews for all staff in 2016 which was a challenge initially as this was the first time this was being implemented for most staff and familiarizing of staff and supervisors with the Performance Management



	<p>Conduct a training needs analysis for the purpose of developing a training (capability) plan.</p>	<p>Training (capability) plan in place by 2016.</p>	<p><b>ACHIEVED &amp; ONGOING</b></p>	<p>System (PMS) took time but steadily has been achieved. Performance plans and reviews have also been incorporated in Managers' Annual Performance Targets and filters down to their Divisions as a mandatory obligation to ensure the implementation of the PMS.</p>
	<p>Update the Ministry's HRMIS database on Finance 1 annually.</p>	<p>Annual HRD/HRM report tabled at management meetings.</p>	<p><b>ACHIEVED &amp; ONGOING</b></p>	<p>With the implementation of performance plans for Ministry staff, training needs have been identified therein and noted for allocation of relevant training opportunities that come up. With the approved establishment of a Principal HR Officer for the Ministry, an improvement in HR planning is anticipated as this post will take the lead for all HR development.</p> <p>The Ministry's HRMIS database is updated regularly and informs the Ministry's annual HR Quarterly reports which are all up to date.</p>
	<p>Prepare HR Quarterly Reports to PSC.</p>	<p>Introduce HR biannual reporting to CEO &amp; Management Committee.</p>	<p><b>ACHIEVED &amp; ONGOING</b></p>	<p>The Ministry's Quarterly HR reports due to the Public Service Commission (PSC) are all</p>



MINISTRY OF THE PRIME MINISTER AND CABINET  
CORPORATE PLAN 2017 – 2021

<p><b>Improve Records management to ensure compliance with Code of Best Practice (MESC 2007).</b></p>	<p>Review the efficiency &amp; effectiveness of records management systems in the Ministry against the Code of Best Practice.</p>	<p>All Divisions adhering to a standard records management system consistent with the Code of Best Practice.</p>	<p><b>ACHIEVED &amp; ONGOING</b></p>	<p>up to date. These reports are also shared amongst the Management for any comments prior to submission to PSC.</p> <p>An internal Records Management Policy for the Ministry was approved by Management in 2016, however there are limitations of the policy such as identifying which records should be filed with the centralized records under Corporate Services Division due to highly confidential records for some Divisions such as Immigration, Cabinet Secretariat and the Executive Offices of the Head of State, Council of Deputies and Prime Minister. This issue will be discussed with relevant Divisions for improving the centralized records keeping for the Ministry when the policy is reviewed in due course.</p> <p>Regular training for records personnel the Ministry is ongoing.</p>
<p>Develop a records management training session and hold training for all Division officers responsible records management in the Ministry.</p>	<p>A centralized records management system in place being administered by competent records officers.</p>	<p><b>ACHIEVED &amp; ONGOING</b></p>	<p>up to date. These reports are also shared amongst the Management for any comments prior to submission to PSC.</p> <p>An internal Records Management Policy for the Ministry was approved by Management in 2016, however there are limitations of the policy such as identifying which records should be filed with the centralized records under Corporate Services Division due to highly confidential records for some Divisions such as Immigration, Cabinet Secretariat and the Executive Offices of the Head of State, Council of Deputies and Prime Minister. This issue will be discussed with relevant Divisions for improving the centralized records keeping for the Ministry when the policy is reviewed in due course.</p> <p>Regular training for records personnel the Ministry is ongoing.</p>	



	<p>Conduct a feasibility study on the introduction of a computerized record management system for the Ministry.</p>	<p>Report tabled to Management.</p>	<p><b>ONGOING</b></p>	<p>This target was intended to be part of the Electronic Data Management System (EDMS) administered by the Cabinet Secretariat Division however, reprioritization for the use of licenses for this system rendered this target to be on hold temporarily as specialized IT equipment and system such as the EDMS is needed and are not available within the Corporate Services Division. Alternatively the Division is planning to acquire a functioning scanner to scan records/documents and alleviate the pressure of storage space.</p>
IMMIGRATION DIVISION				
OBJECTIVES	ACTIVITIES	PERFORMANCE INDICATORS	STATUS	COMMENTS
<p>To strengthen Samoa's border security through effective and efficient border management controls.</p>	<p>Maximize the capabilities of the border management system to enhance passenger profiling and assessment at all ports of entry.</p>	<p>Improved decision making at the border Increased number of high risk entrants identified.</p>	<p><b>ACHIEVED &amp; ONGOING</b></p>	<p>BMS plays a significant role in decision making, thus decisions are precise on high risk people detected at the borders.</p>



	<p>Strengthen coordination with relevant law enforcement agencies to ensure intelligence information is shared and utilized in a timely manner.</p> <p>Inform the public &amp; stakeholders on legislation &amp; policy changes and migration associated crimes</p> <p>Exchange intelligence information and border alerts with Pacific Immigration Directors Conference Member Countries (PIDC)</p>	<p>Better use of intelligence information measured by increase in number of intelligence products reports and executed at the borders</p> <p>Increased level of compliance and understanding by stakeholders and the public</p> <p>Better coordination and enhanced channels of communication and intelligence sharing as measure by the increase number of documented country reports tabled in PIDC monthly intelligence.</p>	<p><b>ACHIEVED &amp; ONGOING</b></p> <p><b>ACHIEVED &amp; ONGOING</b></p> <p><b>ACHIEVED &amp; ONGOING</b></p>	<p>There is good coordination between Immigration Division and other law enforcement agencies, e.g Customs, Quarantine SAA and Police.</p> <p>All changes to policies and legislations are publicized on local newspapers and television.</p> <p>Immigration is contributing to the PIDC monthly intelligence Bulletin by providing reports to the secretariat on all refusals, or irregular movements at the borders.</p>
<p>To provide effective and efficient residency and citizenship services.</p>	<p>Ensure all residency and citizenship applications are thoroughly checked against legislation requirements and policies.</p> <p>Review current processes and procedures to ensure services are delivered in an effective and timely manner.</p>	<p>Improved general processes as measured by reduced applications not approved on time.</p> <p>Revised application forms and processes approved and in place.</p>	<p><b>ACHIEVED &amp; ONGOING</b></p> <p><b>ACHIEVED &amp; ONGOING</b></p>	<p>All applications are processed on time, and we are striving to improve on our current processes through reviews.</p> <p>Application forms for PR have been revised and new registration form for the Quota has been developed.</p>



MINISTRY OF THE PRIME MINISTER AND CABINET  
CORPORATE PLAN 2017 – 2021

	Maximize the capabilities of the integrated permit and citizenship system to strengthen monitoring processes and manage overstayers.	Enhanced compliance with residency and citizenship requirements.	<b>ONGOING</b>	Compliance is well monitored through maximization of integrated systems.
To ensure all passports produced comply with the Passport Act 2008 and ICAO (International Civil Aviation Organization) standards.	Review and update passport policies, process, procedures and system in accordance with the Act and ICAO standards.	Timely production of new passports and a reduction in number of spoiled documents(passport).	<b>ONGOING</b>	There is on-going monitoring for the division staffs responsible for spoiled documents resulting from human error/carelessness.
	Maximize capabilities of the electronic passport filing system to ensure detection of multiple issue of travel documents.	Reduced number of multiple issued travel documents and enhanced compliance with passport policies and legislation requirements.	<b>ACHIEVED &amp; ONGOING</b>	There is an increase in number of multiple documents been detected through system research capability.
		Increased number of fraudulent attempts detected and prosecuted.	<b>ACHIEVED &amp; ONGOING</b>	Increased number of fraudulent attempts detected, but the challenge is the prosecution role.
For all Division staff to have the necessary skills & competencies to deliver an effective & efficient Immigration service.	Conduct a training needs analysis.  Develop a training plan for immigration staff.	Training needs analysis completed by 2015.  Training Plan implemented by 2016.	<b>ONGOING</b>  <b>ONGOING</b>	Working towards finalizing this.  Work in progress.



# MINISTRY OF THE PRIME MINISTER AND CABINET CORPORATE PLAN 2017 – 2021

	Pursue opportunities with bilateral aid agencies for short term and long term work experience.	Report re Feasibility and Opportunities for overseas work experience tabled with Management by December 2015.	<b>ONGOING</b>	Work in progress.
To provide the best IT support to ensure sustainability of IT systems within Immigration and across the Ministry	Undertake quarterly assessment of the performance of all IT systems (software & hardware) and processes.  Ensure systems are updated and maintained  Develop system and business recovery plan.  Provide computer training for staff and on going IT support.  Initiate regular back up for security and protection of all immigration data.	A system of quarterly reporting to Management on IT systems and process in place by Dec 2015.  System maintenance contracts revised, updated by December 2015  System and Business Recovery Plan in place by December 2015  User manuals developed by December 2015.  All immigration data backed-up and fully secured by December 2015.	<b>ACHIEVED &amp; ONGOING</b>    <b>ACHIEVED &amp; ONGOING</b>    <b>ACHIEVED &amp; ONGOING</b>    <b>ACHIEVED &amp; ONGOING</b>	We have some continuing issues with 8years old PCs handling system workload as it reaches its useful life, need replacing.  Systems are secured, constant maintenance from suppliers.
To coordinate the establishment of an Autonomous	Identify and develop job descriptions for staff of Information Technology	Information Technology Division set up and included in Financial	<b>ACHIEVED &amp; ONGOING</b>	Ministry has now been approved a new IT Division with its own ACEO.



MINISTRY OF THE PRIME MINISTER AND CABINET  
CORPORATE PLAN 2017 – 2021

Information Technology Division in the Ministry.	Division Information	Estimates for FY17/18		
To coordinate the relocation of Pacific Immigration Directors Conference Headquarter to Samoa.	Identify and recommend an appropriate location for PIDC Headquarter.  Identify and develop appropriate working entitlements for non-citizens of Samoa.	PIDC Headquarter established and in Operation.  Non-citizen staff of PIDC employed and relocated to Samoa.	<b>ACHIEVED</b>  <b>ACHIEVED</b>	PIDC Secretariat successfully relocated and is now housed at the DBS building Level 3.  Headquarters Agreement has been established, and all non-citizen personnel of PIDC are well accommodated.
<b>PRESS SECRETARIAT DIVISION</b>				
<b>OBJECTIVES</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS</b>	<b>COMMENTS</b>
To ensure that the public and relevant stakeholders are provided with quality information on all government related issues.	Compiling press releases in Samoa and English from information collected as a result of Cabinet decisions (Cabinet Releases).  Compiling press releases on current events, on matters of national interest and in response to media coverage that warrants a reply from Government.	At least 50x weekly Cabinet Releases issued to the media and public.  100% timeliness of Press releases/responses issued on behalf of government within 24 hours as identified and actioned when necessary.	<b>ONGOING</b>  <b>ONGOING</b>	Press releases are dependent on availability of the Prime Minister and when Cabinet is in session. When he is on duty travel and there are no Cabinet meetings – then there are no Cabinet Releases.  Press releases/responses are only generated when needed. The Press Secretariat makes every effort to issue a PR/response within 24 hours, however this is also dependent on support and expediency of government agencies involved in any given issue.





# MINISTRY OF THE PRIME MINISTER AND CABINET CORPORATE PLAN 2017 – 2021

<p>Develop a joint communication's Strategy with the Savali newspaper to ensure the effective dissemination of government</p>	<p>Regular updating of the Government website and all Government social media accounts.</p> <p>Responding to all queries (in person, correspondence, website, phone, email, social media etc) for Government information.</p> <p>Maintain an on-going archive of the Prime Minister's speeches.</p>	<p>Weekly updates of Government website and social media accounts.</p> <p>100% accurate information provided in response to all queries.</p> <p>Collect all speeches by the Prime Minister and share them with the media. Also provide copies of the speeches to the Savali newspaper for printing.</p> <p>Stakeholder Consultations completed.</p>	<p><b>ACHIEVED (for social media accounts).</b></p> <p><b>ACHIEVED &amp; ONGOING</b></p> <p><b>ONGOING</b></p> <p><b>ONGOING</b></p>	<p>The Government website has been stagnant since February 2017. The Press Secretariat team are currently working to revamp the site. Social media accounts (Facebook and Twitter) are regularly updated – daily – and work very well as a means to information dissemination.</p> <p>Most queries are received by telephone and email.</p> <p>Archive of PMs speeches has been left to his secretarial team, although many of his speeches are printed in the Savali newspaper.</p> <p>Only the media response strategy was generated as a result of a Cabinet decision that mandated the Press Secretariat must respond within 24 hours to any media issues. The FK also instructed all government agencies to cooperate with calls</p>
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information in a timely, coordinated manner.	Draft guidelines clarifying roles, responsibilities and expectations for the Press Secretariat and Savali Newspaper - developed for Communication Strategy.	Draft communication strategy completed	<b>ONGOING</b>	for information from the Press Secretariat in order to fulfil this mandate.  Communication Strategies for the Press Secretariat, Savali Newspaper and MPMC were not generated. The work to meet this objective was not completed.
Develop a communication strategy for MPMC to assist with internal and external communications.	Consult with MPMC stakeholders and create communication strategy for the Ministry.	Stakeholder consultation completed and communications strategy created for the Ministry.	<b>ONGOING</b>	
For all Officers of the Press Secretariat to have the necessary skills and competencies to effectively perform their duties and responsibilities.	Develop a training plan for staff.  Hold performance appraisal reviews for staff.	Training plan covering short, medium and long term strategies for capacity building developed.  Performance appraisal plans for staff developed.	<b>ONGOING</b>  <b>ACHIEVED</b>	Mostly in-house training as the need arises to correct missteps and performance issues. Staff participated in training through industry workshops and other training opportunities through PSC.
<b>SAVALI NEWSPAPER</b>				
<b>OBJECTIVES</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS</b>	<b>COMMENTS</b>
To ensure that the public and relevant	Write accurate articles based on Cabinet decisions, events and information from the	Bi-annual summary to CEO re: article written and point of origin i.e.	<b>ONGOING</b>	Articles were written and printed/shared online, however – with the exception of 2016-



<p>stakeholders are provided with quality information on all government related issues.</p>	<p>Ministry and Public Bodies.</p> <p>Regular and timely production of the Savali Newspaper, both weekly and monthly editions.</p> <p>Routine and timely distribution of the Savali to government agencies, public bodies, subscribers and retail locations.</p> <p>Regular updating of Savali website and social media accounts.</p>	<p>Cabinet, Ministries and public bodies etc.</p> <p>52 weekly and 12 monthly editions produced per year (1000 copies of each edition).</p> <p>Quarterly report showing distribution trends and accounting of newspapers.</p> <p>Weekly updating of website and social media accounts.</p>	<p><b>ONGOING</b></p> <p><b>ONGOING</b></p> <p><b>ACHIEVED</b></p>	<p>2017 years where Progress Reports were submitted to management meetings - summaries to the CEO were not completed.</p> <p>Monthly Savali edition targets were met, but the weekly Savali edition did not meet the target of 52 issues per year for the entire period under review. This was due, in part, to lack of staff, printing delays and lack of solid leadership as the Savali and Press Secretariat were without an ACEO for two years. This caused some instability in the division, affecting output.</p> <p>Print run of the Savali for the period under review was approximately 100 copies of the weekly edition and 1000 copies of the monthly edition. Printing delays also contributed to failure to generate any solid, continuing interest in the (weekly) newspaper. The small print run of 100 newspapers for the weekly edition meant the news was not going out to the public. Savali relied heavily on website and social media to disseminate information.</p>
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<p>Develop a joint communication's Strategy with the Press Secretariat to ensure the effective dissemination of government information in a timely, coordinated manner.</p>	<p>Consult relevant stakeholders to clarify roles, responsibilities and expectations of the Press Secretariat and Savali Newspaper.</p>	<p>Stakeholder Consultations completed</p>	<p><b>ONGOING</b></p>	<p>Only the media response strategy was generated as a result of a Cabinet decision that mandated the Press Secretariat must respond within 24 hours to any media issues. The FK also instructed all government agencies to cooperate with calls for information from the Press Secretariat in order to fulfil this mandate.</p>
<p>For all Officers of the Savali to have the necessary skills and competencies to effectively perform their duties and responsibilities.</p>	<p>Develop a training plan for staff.  Hold performance appraisal reviews for staff.</p>	<p>Training plan covering short, medium and long term strategies for capacity building developed.  Performance appraisal plans for staff developed.</p>	<p><b>ONGOING</b>  <b>ACHIEVED</b></p>	<p>Communication Strategies for the Press Secretariat, Savali Newspaper and MPMC were not generated. The work to meet this objective was not completed.  Mostly in-house training as the need arises to correct missteps and performance issues. Staff participated in training through industry workshops and other training opportunities through PSC.</p>



SEASONAL EMPLOYMENT UNIT				
OBJECTIVES	ACTIVITIES	PERFORMANCE INDICATORS	STATUS	COMMENTS
To review the structure and processes of the SEU to reflect its increasing roles and responsibilities.	Review the structure and staffing requirements of the SEU to best meet its growing duties & responsibilities.	Revised structure and staffing needs approved and in place by July 2015.	<b>ACHIEVED &amp; ONGOING</b>	The Divisional structure for the Seasonal Employment Unit was completed along with the Ministry's overall organisation structure that was submitted to the Public Service Commission (PSC) at the beginning of 2016. However, when the Ministry received the response to its structure proposal in November 2016, PSC advised to put the SEU's structure on hold as SEU was being moved to be housed under Ministry of Commerce, Industry and Labour, whereby the SEU structure can then be resubmitted for consideration to reflect its function and relation under its new Ministry.
	Develop revised budget estimates to support the SEU new structure.	SEU revised budget appropriation approved by July 2016.	<b>ACHIEVED &amp; ONGOING</b>	Budget estimates for SEU are submitted annual for consideration together with the Ministry's whole budget.
	Revise and finalize the SEU Operational Manual.	SEU Operational Manual approved and being implemented by July 2016.	<b>ONGOING</b>	Work in progress.



<p>To develop a Labour Mobility Policy (LMP) framework to govern the administration and processes for seasonal employment.</p>	<p>Hold consultations with stakeholders and the public on labour mobility.</p> <p>Support the drafting and preparation of a Labour Mobility Policy.</p> <p>Prepare a communication and public awareness plan to promote the Labour Mobility Policy.</p>	<p>Stakeholder &amp; public consultations re labour mobility completed by March 2015.</p> <p>Final Labour Mobility Policy approved by Cabinet by December 2015.</p> <p>Communication &amp; public awareness plan approved and implemented by January 2016.</p>	<p><b>ACHIEVED</b></p> <p><b>ACHIEVED</b></p> <p><b>ONGOING</b></p>	
<p>Develop facilitative descriptors for seasonal employment to ensure compliance with Labour Mobility Policy expectations.</p>	<p>Create a work plan and schedule of activities to draft facilitative descriptors for the following:</p> <ul style="list-style-type: none"> <li>• Village Stand Down Policy</li> <li>• Guidelines for Recruitment.</li> <li>• Monitoring &amp; Evaluation</li> <li>• Marketing &amp; Research</li> </ul>	<p>Facilitative descriptors approved and operating by July 2016.</p>	<p><b>ONGOING</b></p>	
<p>For all officers of the SEU to have the necessary skills &amp; competencies to effectively manage &amp; support the various seasonal</p>	<p>Develop a training plan for staff.</p>	<p>SEU Training Plan approved and implemented by January 2016.</p>	<p><b>ACHIEVED &amp; ONGOING</b></p>	<p>SEU staffs have had adequate training opportunities locally and overseas for the development of skills and knowledge for the management and support work towards the seasonal work programs.</p>



FACILITY MANAGEMENT UNIT (FMU)				
work programs.	ACTIVITIES	PERFORMANCE INDICATORS	STATUS	
OBJECTIVES	ACTIVITIES	PERFORMANCE INDICATORS	COMMENTS	
Support implementation of program and activities identified for PSIF Phase II.	Assist partner agencies with the development and implementation of their public sector improvement projects.	<p>Projects approved by FSC for funding.</p> <p>Timely implementation of projects in accordance with approved milestones.</p> <p>All claims for payment made in accordance with PSIF and GOS requirements.</p>	<p><b>ACHIEVED</b></p> <p><b>ACHIEVED</b></p> <p><b>ACHIEVED</b></p>	<p>A total of 18 public sector agencies received funding from the PSIF. They were:</p> <p><b>Ministries</b></p> <ol style="list-style-type: none"> <li>1. Commerce, Industry &amp; Labour</li> <li>2. Education, Sports &amp; Culture</li> <li>3. Finance</li> <li>4. Foreign Affairs &amp; Trade</li> <li>5. Justice &amp; Courts Administration</li> <li>6. Prime Minister &amp; Cabinet</li> <li>7. Revenue</li> <li>8. Women, Community &amp; Social Development</li> </ol> <p><b>Agencies/Authorities</b></p> <ol style="list-style-type: none"> <li>1. Office of the Electoral Commissioner</li> <li>2. Remuneration Tribunal</li> <li>3. Samoa Airport Authority</li> <li>4. Samoa Bureau of Statistics</li> <li>5. Samoa Qualifications Authority</li> <li>6. Samoa Tourism Authority</li> <li>7. Samoa Water Authority</li> </ol> <p><b>Statutory</b></p> <ol style="list-style-type: none"> <li>1. Public Service Commission</li> </ol>



<p>Ensure the FMU is operating in an efficient and effective manner that is responsive to the needs of public sector agencies and donor partners for the use of PSIF funds.</p>	<p>Hold regular meetings of the PSIF Facility Coordinating Committee (FCC) and the Faculty Steering Committee (FSC).</p>	<p>FCC meetings held every 6 months (Special meetings as required);</p> <p>FSC meeting held bi-monthly (Special meetings as required) PSIF Annual Work Plan, M&amp;E Framework approved by FSC and endorsed by FCC.</p> <p>Audit completed in accordance with Tripartite Agreement, accepted by FSC and endorsed by FCC.</p>	<p><b>ACHIEVED</b></p> <p><b>ACHIEVED</b></p> <p><b>ACHIEVED</b></p>	<p>2. Office of the Attorney General 3. Samoa Audit Office</p> <p>Those that received multiple funding included the Ministry of Finance (4), the Public Service Commission (4), Ministry of the Prime Minister &amp; Cabinet (4), Ministry of Commerce, Industry &amp; Labour (2), Samoa Bureau of Statistics (2), Office of the Attorney General (2) and the Samoa Audit Office (2).</p>	<p>The PSIF Special Purpose Account was audited in May 2015). The Report and audited financial statements covered the period 1 July 2013 – January 2015.</p>
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TRANSNATIONAL CRIME UNIT			
OBJECTIVES	ACTIVITIES	PERFORMANCE INDICATORS	STATUS
COMMENTS			
Support the ongoing professional development of the FMU staff.	Develop annual PAP for FMU staff in accordance with PSC requirements.	PAP for FMU Staff endorsed by CEO.	<b>ACHIEVED</b>
Identify, develop and conduct intelligence led investigations and undertake proactive, issue specific target development projects relating to transnational crime.	Conduct transnational crimes investigations.  Develop intelligence products on issues of significance for strategic direction of stakeholders. Identify targets [transnational offenders for action]. Send Requests for information internally [Samoa] and externally [regional/globally] on transnational crime issues.	Number of investigations initiated, referrals from stakeholders and partners from PTCN, Interpol, and other regional law enforcement counterparts.  Number of intelligence products disseminated and actioned.  Number of Requests sent and responded.	<b>ACHIEVED &amp; ONGOING</b>  <b>ACHIEVED &amp; ONGOING</b>  <b>ACHIEVED &amp; ONGOING</b>
Establish, develop and foster effective and efficient relationships and partnerships with	Establish, foster and maintain networks with stakeholders and other government agencies for effective coordination and cooperation.	BoM meetings and discussion of critical issues. Establishment of contacts within government agencies.	<b>ACHIEVED &amp; ONGOING</b>



key stakeholders and clients.	Liaise with stakeholders and other government agencies of key operational matters.	Increased interagency coordination.	<b>ACHIEVED &amp; ONGOING</b>	
Produce high quality tactical law enforcement intelligence for key stakeholders and clients.	Produce tactical products on targets and issues for stakeholders action.  Disseminate products accordingly to relevant agency for action.	Number of products disseminated for interagency collaboration or specific agency action (i.e. Police, Customs Immigration etc.)	<b>ACHIEVED &amp; ONGOING</b>	

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