



**MINISTRY OF THE PRIME MINISTER AND  
CABINET**

**CORPORATE PLAN  
2021 – 2026**

## FOREWORD FROM THE HONOURABLE PRIME MINISTER

I am delighted to present the Ministry of the Prime Minister and Cabinet's (MPMC) new Corporate Plan for 2021 – 2026. The Corporate clearly sets out the Ministry's vision, mission, and strategic goals to steer its corporate business over the next five years.

As Prime Minister of the new government following the general elections in April this year, it is crucially important for the Ministry to continue to improve on its whole of government coordination of national policies and programmes. Cabinet as the highest decision making authority of the Executive government regularly makes informed decisions based on quality policy advisory support which requires meticulous, evidence based, inclusive and practical advice from the public service. An integrated and collective policy advisory support to Cabinet will require strong coordination and support from the Ministry.

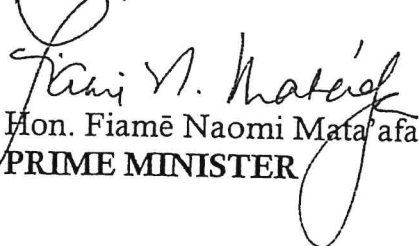
This Corporate Plan is only as good as its implementation and monitoring. Current global challenges such as the COVID19 Pandemic and climate change have caused unprecedented impacts on all facets of the socio-economic wellbeing of nations and especially Small Island States like Samoa. The Ministry's advisory and administrative role is therefore pivotal in strengthening national response to these global challenges from the centre of government.

The Ministry's core functions and strategic targets highlighted in this plan will enable the management and staff to work closely with other government agencies, non-government organisations, civil society, community, and regional and international partners to realise its vision 'to **ensure a well governed, secured, informed and disaster resilient Samoa**.

I am confident that the Ministry is well placed and equipped for the realisation of its vision and strategic goals.

Ia faamnuia le Atua i lenei Fuafuaga mo le manuia o Samoa.

Faafetai,

  
Hon. Fiamē Naomi Mata'afa  
**PRIME MINISTER**

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## CHIEF EXECUTIVE OFFICER'S OVERVIEW

The MPMC operates at the centre of the Executive government as one of the central agencies. The Ministry's core business encompass coordination of policy and programme development across the whole of government, ensuring national security, ensuring effective and efficient national response to disasters and emergencies, and coordination of information dissemination on government led national policies, developments, and programmes to the people of Samoa. The Ministry also renders advisory and administrative support to the Office of the Head of State, Members of the Council of Deputies, and to the Office of the Prime Minister and Cabinet.

The Ministry's drive to bolster effective whole of government coordination to ensure that no one is left behind, is undertaken with strong emphasis on the Samoan concept 'amanaia' (recognition). The Ministry has improved on its coordination role, but is more determined to further enhance government agencies collective engagement in policy development dialogue, and advisory support to Cabinet. Lead agencies' roles as stipulated in their respective mandates are strongly recognised, and the contributions from various government agencies are equally important. Ultimately, Cabinet must be presented with holistic and inclusive policy advisory support to help them to make informed decisions for Samoa.

National security remains a strong pillar of the Ministry's plan. The COVID 19 Pandemic has crippled the world's economies, penetrated national borders, and has caused disruptions to socio-economic developments. The Ministry through the Samoa Immigration, STCU, DMO and relevant partners vouched to continue to strengthen the security of national borders, effective national response to disasters and emergencies, and closely working with other sectors and the community to build the country's disaster resilience.

In terms of sector participation, the Ministry is a key agency 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.

Information sharing is another strong pillar of the Ministry drive over the next five years. The swift technological advancement to date, provides faster and cost effective opportunities for government to impart official information to the general public on major government decisions. The Ministry has moved to strengthen its filming and production for video archiving.

The Ministry's vision for the next five years is to **ensure a well governed, secured, informed and disaster resilient Samoa**. The vision captures the essence of the Public Administration Sector Plan 2020 – 2025 goals and ultimately realizing the vision of the Pathway for the Development of Samoa (PDS) 2021 – 2026.


This will be achieved through its Mission in **strengthening policy and programme coordination throughout the whole of government, bolstering national security and disaster and emergency responses, strengthening information dissemination throughout government and the community and effective support to the Executive Offices**.

The Ministry's diverse functions pose potential challenges over the next five years, but the Plan calls for concerted efforts and commitment of its Divisions and staff to accomplish its strategic

targets. The Ministry welcomes the new government and is determined to work closely with the Prime Minister and Cabinet in the performance of its prescribed functions.

Partnership remains a strong integral part of this Plan to ensure its successful implementation and monitoring. Above all, the Ministry will continue to seek the Lord's divine guidance in steering its journey at the centre of government over the next five years.

To God be the glory forevermore.



**Agafili Tomaimanō Shem Leo**

## ABBREVIATIONS

ACEO	Assistant Chief Executive Officer
CBSC	Cabinet Secretariat Division
CEO	Chief Executive Officer
COD	Council of Deputies
CSD	Corporate Services Division
DAC	Disaster Advisory Committee
DCEO	Deputy Chief Executive Officer
DMO	Disaster Management Office
HOS	Head of State
ICT	Information Communication and Technology
IMM	Immigration Division
MPMC	Ministry of the Prime Minister and Cabinet
MNRE	Ministry of Natural Resources and Environment
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

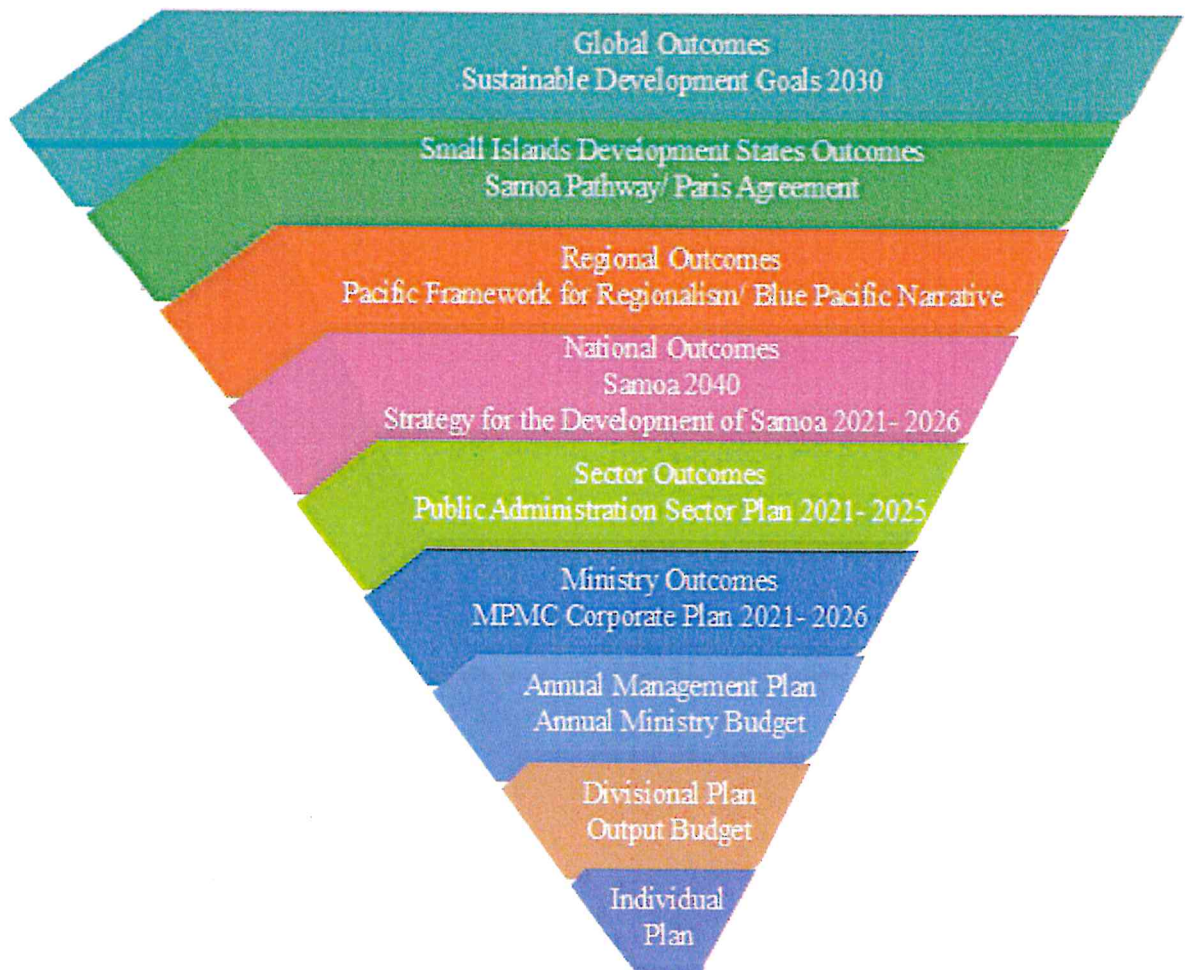
## THE CORPORATE PLAN LINKAGES

Samoa is no longer just a tiny group of Islands in the middle of the South Pacific. As the first Pacific Island nation to become independent from colonial rules, we are the most senior state in the Region. We have participated with aura in every regional meetings gathering and congregation of political leaders, and developmental partners. Samoa has also become the hub of the Pacific in political stability and amongst the leaders in Pacific issues. Samoa since the 1980s at the rise of globalisation, with more than 800,000 people residing overseas, is a member of the large global family. The MPMC Corporate Plan, 2021 – 2026 is designed to ensure that no one is left behind.

The Corporate Plan serves to ensure that our resources are committed to meeting all high level outcomes such as the United Nations Sustainable Development Goals 2030, S.A.M.O.A Pathway Outcome Statements, Regional Outcomes and National Outcomes. As the most important document detailing the policy direction and strategic outcomes for the Ministry, it is crucial that the related platforms are equipped with resources, personnel and finances. The Corporate Plan therefore sets to ensure that the Key Performance Indicators and High level outcomes are realised by 2026, and that systems in place ascertain resource and personnel mobilisation. In addition, the Corporate Plan 2021 – 2026 serves to inform the MPMC's annual management plan and individual staff plans and reporting mechanisms – to collectively respond to the high level outcomes provided in the inverted pyramid below.

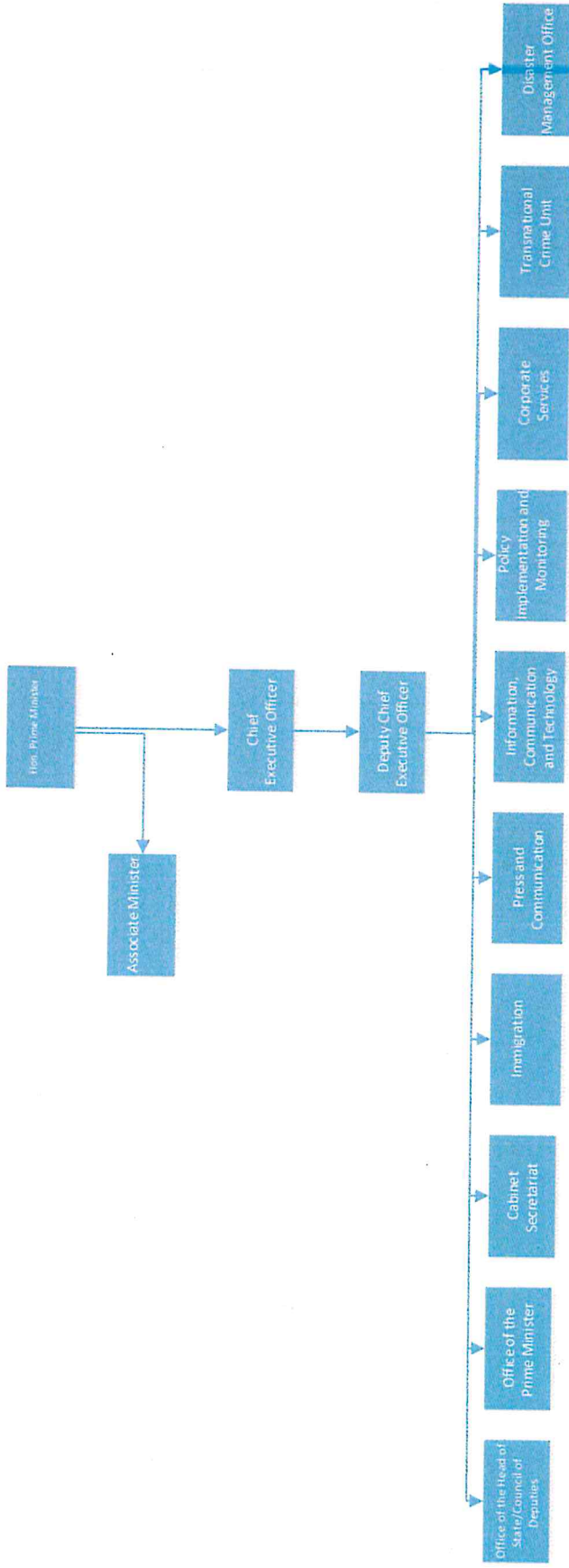
As mentioned earlier, Samoa is not only a senior Pacific leader but is a very influential and inspiring partner in the world stage. Our leadership and active membership in the Pacific Islands' Forum, the Secretariat of Pacific Communities and the Polynesian Leaders' Group, continue to define our commitment to the welfare, the socio-economic development and political stability in the Pacific Region. The MPMC's implementation is in response also to the regional and global agendas stipulated in the inverted pyramid below and following are regional and global agendas that MPMC's corporate direction is aligned to.

- ❖ Sustainable Development Goals 2030
- ❖ Paris Agreement 2015;
- ❖ S.A.M.O.A Pathway 2040;
- ❖ Boe Declaration 2018;
- ❖ 2050 Strategy for the Blue Pacific Continent;
- ❖ Samoa 2040;
- ❖ Pathway for the Development of Samoa 2021-2026.





# ORGANISATIONAL STRUCTURE



## **MANDATE**

The functions and mandated responsibilities of the Ministry of the Prime Minister and Cabinet are determined and informed by the following legislations, policies and strategies.

### **LEGISLATIONS**

- ❖ Citizenship Act 2004;
- ❖ Constitution of the Independent State of Samoa 1960;
- ❖ Constituencies Act 1963;
- ❖ Conventional Arms Act 2017;
- ❖ Disaster and Emergency Management Act 2007;
- ❖ Head of State Act 1965 (Amendment 2019);
- ❖ Honours and Awards Act 1999;
- ❖ Immigration Act 2021;
- ❖ 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;
- ❖ Public Service Regulations 2008;
- ❖ Remuneration Tribunal Act 2003;
- ❖ Samoa Antiquities Ordinance 1954; and
- ❖ Samoa Status Act 1963;

### **POLICIES AND PLANS**

- ❖ Annual Management Plans;
- ❖ Anti-Spam Policy 2008;
- ❖ Cabinet decisions;
- ❖ Code of Ethics for Immigration officers - 2018
- ❖ Corporate Plan 2021 – 2026;
- ❖ Communication Policy
- ❖ Communication Strategy 2019;
- ❖ Divisional Procedural Guidelines;
- ❖ Events Management Strategy and Policy - 2020
- ❖ Faiga Faavae Aai o Fiti, Aai o Niue, Elise Fou 2020;
- ❖ Hall of Fame Policy – 2017
- ❖ Human Trafficking and Smuggling of Migrants - 2019;
- ❖ Internet and Email Policies 2016;
- ❖ Issuance of Diplomatic and Official Passport Policy - 2018

- ❖ National Security Policy 2018;
- ❖ Public Administration Sector Plan 2021 – 2025;
- ❖ Regulations;
- ❖ Samoa National Cyber Security Strategy 2016 – 2021;
- ❖ Samoa Returnees Policy - 2017
- ❖ Standard Operating Procedures;
- ❖ State of Emergency Orders;
- ❖ Treasury Instructions, 2013.

## **OPERATING ENVIRONMENT**

### **STRENGTHS AND OPPORTUNITIES**

The strategic placement of the Ministry at the centre 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. This serves as an advantageous position 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 and strategic development related trainings from various sectors of the government. This enables the Ministry to enhance staff capacities and keep abreast with the latest national and international developments and educations.

The Ministry's exclusive role in providing secretarial support directly to the Executive Government allows for better understanding and appreciation of the whole of Government and views of the Executive leaders. The exclusive access has also provided the Ministry with the opportunity to compliment and understand Cabinet decisions, programmes and direction for government. This continue to provide directions and pathways informing the Ministry's role in not just providing policy advise, but also coordination as a central agency of government, all the national policies and strategies. The Ministry has also provided monitoring, follow up and evaluate these policies and strategies, line with national strategic priorities of government and high level outcomes of the region and our international partners.

The Ministry continues to improve its internal governance and operational systems whereby major improvements have been made. The Public Service Commission has approved the Ministry re-structure in 2020 which encompasses much needed key positions to explicitly aligned divisional functions to the Ministry vision and goals. In 2020 as well, all Immigration officers were sworn-in before the Prime Minister and Cabinet, an indication of the hope and confidence of the Samoan people put upon these officers to carry out their duties and responsibilities according to the law and the best interest of Samoa. In early 2021, government decided to return the Disaster Management Office (DMO) under the Ministry from MNRE, which now expands its coordination role to all key Disaster Response Agencies, NGOs and Private Businesses. DMO on the other hand will not only report directly to the Chairman of the Disaster Advisory Committee (DAC), but responsible for all disasters and hazards that may affect Samoa in the future.

### **WEAKNESSES AND THREATS**

The Ministry's placement at the core of the Executive branch of Government can be deemed as a threat when politically assessed by the public. The environment in which the Ministry operates may be subjected to direct political pressure. This may have implications on the Ministry's role in bolstering the whole of government agenda.

In addition, the Ministry is striving to deal with continuing leakage of confidential government information the Ministry is privy to. The outcome from such leakage has tainted the security fabric of the Executive arm of government and staff. Such threats often link to misinterpretation of confidential information and unfounded claims against government.

While the diversity of the Ministry's functions following its restructure is an achievement in itself, it also portrays weakness in terms of competing priorities and restricted focus. Further, the approved structure of the Ministry has increased its staff capacity, still to be occupied in the limited space available for its operations. Limited office space may continue until new spaces are available for its expansion.

With regards to 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, disaster resilient 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, strengthening network with Samoa Diaspora, and consistently provide 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.
- ❖ Timeliness and Outcome focused.

## **STRATEGIC GOALS**

The MPMC sets and commits to achieve several targets over the next five years, to fully enhance a well governed, well secured, fully informed, and a disaster resilient Samoa. 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 dissemination of official government information.
- ❖ GOAL 4: Vigilant and coordinated national and border security.
- ❖ GOAL 5: Improved coordination of disaster preparation, response and recovery.
- ❖ GOAL 6: Organizational efficiency and effectiveness.

The activities and performance indicators for these strategic goals are delineated in the following table. The responsible leading Divisions of the Ministry for each of these goals are also provided.

<b>GOAL 1: STRENGTHEN WHOLE OF GOVERNMENT POLICY AND PROGRAM COORDINATION AND MONITORING</b>			
<b>Outcomes</b>	<b>Key Performance Indicators</b>	<b>Timeframe</b>	<b>Responsible Divisions</b>
1. High quality policy advice provided to the Prime Minister and Cabinet.	a) Accurate, timely and evidence based policy briefs to the Prime Minister and Cabinet.	24 hours before Cabinet Meeting	PIMD, CBSC
2. The whole of government policy development and coordination strengthened and enhanced.	a) Quarterly submission of National Policy Coordination Committee reports to the Prime Minister and Cabinet.	Ongoing	PIMD
	b) Minutes and Decisions of all Government committees MPMC chaired and assisted are prepared and conveyed.	Ongoing	IMM, PIMD
	c) 100 percent provision of Secretariat and administrative support for the Aai o Fiti, Aai o Niue & Elise fou Quarterly meetings.	Ongoing	PIMD
	d) Maximum utilisation of their Faiga Faavae to augment governance priorities.		
	e) Maximum Intel Sharing, Interagency response and Border Control are increased and strengthened.	Ongoing	IMM, PIMD
3. Effective monitoring of the execution of FK by respective Ministries [EA1]	a) At least 50% of Cabinet decisions are followed up for implementation within 6 months; and b) All Monitoring Reports are approved by Cabinet.	Ongoing	PIMD, CBSC
4. Central Agencies Committee in collaboration with the NPC is aligned with the whole of government agenda.	a) All CAC objectives aligned and streamlined with NPC to strengthen the whole of Government agenda.	June 2025	PIMD
5. Reporting tools and mechanisms for whole of government monitoring and	a) All relevant Reporting tools and frameworks are contextualised and developed.	June 2025	PIMD
	b) 100% utilisation of M & E	From April 2022	All Government

evaluation developed and utilized.	framework.		
6. PASC is well positioned to fully deliver on its functions.	a) Feasibility assessment completed.	June 2023	PIMD
7. At least two Legislations are reviewed.	a) Legal framework for Departmental Ministerial Act 2003 and any other MPMC Act reviews are completed.	June 2025	PIMD
8. Well informed and governed Public Sector delivering all services to the nation.	a) One Policy finalized and implemented.	June 2022	PIMD
	b) Review of the State of the Public Sector completed.	June 2022	PIMD
	c) Policy development gap assessment report produced.	June 2025	PIMD
	d) Organizational Performance Assessment and Improvement Framework (OPAIF) is Developed and used.	June 2021	PIMD
9. Machinery of Government is well understood by all public servants.	a) Machinery of Government Guide developed and fully utilised.	June 2024	PIMD
	b) Awareness programs conducted periodically.	June 2024	PIMD
10. Samoa Diaspora Relations well governed and administered.	a) Samoa Diaspora Relations Policy developed and utilized.	June 2023	PIMD
11. All Government Processes and Systems are well understood by the general public.	a) Government Processes & Systems Document developed.	June 2025	PIMD
	b) Awareness campaign launched.	June 2025	PIMD
<b>GOAL 2: EFFICIENT AND EFFECTIVE SECRETARIAT SERVICES AND SUPPORT</b>			
<b>Outcomes</b>	<b>Key Performance Indicators</b>	<b>Timeframe</b>	<b>Responsible Divisions</b>
1. Effective and efficient secretariat and support services.	a) Secretariat support provided on a timely manner as per Operations and Procedures Manual for the Executive Offices.	Ongoing	HOS, COD, OPM (lead) PCD (support)
2. Official communication digitally oriented.	b) All Ceremonial Protocols are reviewed and implemented.	June 2023	HOS/COD, PIMD
	c) Improved coordination for the provision of security for the Head of State, Council of	June 2022	HOS/COD, PIMD



	Deputies and the Prime Minister.		
	d) Annual Maintenance Plan completed	June 2022	HOS/COD, CSD
	e) Coordination of Cabinet meetings and Cabinet Procedures adhered to as stipulated in the Constitution of the Independent State of Samoa	Ongoing	CBSC
	f) Procedural Awareness for New Cabinet completed as stipulated	Ongoing	CBSC
	g) Cabinet Manual reviewed every three years	Ongoing	CBSC, PIMD
	h) Electronic Document Management System (EDMS) phase III operational continually	June 2022	CBSC, ICT
3. National events by government well managed, with shared resource mobilisation and from whole of government approach.	a) Effective implementation of the Events Management Strategy.	Ongoing	PIMD, CBSC (lead)  CSD, HOS/COD, OPM, PCD, (support)
4. Effective coordination of Cabinet Liaison Officers Forum.	a) Annual Forum for Cabinet Liaison Officers completed.	Ongoing	CBSC, CSD
<b>GOAL 3: EFFICIENT AND ACCURATE DISSEMINATION OF OFFICIAL GOVERNMENT INFORMATION</b>			
<b>Outcomes</b>	<b>Key Performance Indicators</b>	<b>Timeframe</b>	<b>Responsible Divisions</b>
1. All official information sharing centrally coordinated.	a) 100% compliance and usage of the Informed Samoa Policy and related Communication Strategy and Marketing and Sales Strategy.	Jul 2024	PCD, PIMD
	b) All Standard Operating Procedures developed on information sharing and dissemination completed and implemented.	Jul 2025	PCD, PIMD
	c) Framework and structure for media coverage of all Government functions completed and implemented.	Jul 2022	PCD, PIMD
	d) Private - public partnership	June 2024	PCD, PIMD

	framework completed and implemented to increase distribution and reach of all written and digital government releases.		
2. Official communication and information sharing digitally oriented.	e) Digital marketing strengthened and secured.	July 2023	PCD, PIMD
	f) 100% of information available, accessed and shared online and using Cloud.	Jul 2025	PCD, PIMD
3. Effective and timely provision of accurate and evidence – based information services to all partners and stakeholders including the public.	a) Film and Production Unit fully operational producing all desired products.	July 2023 Ongoing	PCD
	b) 100% of shared information thoroughly checked for accuracy and confirmed with CEO/ACEO (and/or relevant sources) before dissemination.	Ongoing	PCD, PIMD
<b>GOAL 4: VIGILANT AND COORDINATED NATIONAL AND BORDER SECURITY.</b>			
<b>Outcomes</b>	<b>Key Performance Indicators</b>	<b>Timeframe</b>	<b>Responsible Divisions</b>
1. Legal platforms for the safety and security of Samoa strengthened.	a) Review of all relevant legislations on National Security and border control completed.	June 2025	PIMD, IMM, TCU
	b) Intelligence Sharing and Border Security Policy and related strategies completed.	Dec 2021	IMM, ICT, PIMD, TCU
	c) Passport Act 2008 reviewed and regulations developed.	June 2025	IMM, PIMD, PIDC
	d) Citizenship Act 2004 reviewed and Regulations developed.	June 2025	IMM, PIMD
2. Compliance and integrity with Legal Platforms strengthened and promoted.	a) Lead implementation of the Immigration Act 2021 and related regulations.	Ongoing	IMM
	b) Effective implementation of the One Stop Shop Strategy.	Ongoing	IMM, ICT (in collaboration with MCIL and AG)
	c) Implement the National Intelligence Sharing and Border Security Policy and related Strategies.	Ongoing	TCU, IMM (lead) ICT (support)
	d) Effective and efficient		IMMI, ICT in

	processing of All Foreign Workers Visa applications through the One Stop Shop.	Ongoing	collaboration with all local agents/partners
	e) Integrity strengthened and upheld on the issuance of all travel documents.	June 2024	IMM, PIMD
	f) SOPs are applied for all documents processing.	Ongoing	IMM, TCU
3. Innovative and advanced technological systems used for border security and security of Samoa.	a) Feasibility study into Electronic Travel Document completed and reported to Cabinet.	June 2022	IMM, PIMD
	b) Border Management System upgrade completed.	June 2022	IMM, SGSP
4. Able and qualified law enforcement staff manning security and border controls.	a) Improved health and safety of border officials through capacity building and proper use of safety equipment.	Ongoing	IMM, CSD
	b) Training and capacity building plan for all staff completed.	Dec 2021	CSD, IMMI
5. Superior detection and deterrence of transnational crimes from entering Samoa.	a) Strategic partnership agreements with national, regional and international border and security agencies formalised and activated.	Dec 2022	TCU, IMM ICT (support)
	b) Strengthened international engagement with law enforcement partners to reduce possibilities of transnational offending.	Ongoing	TCU, IMM
	c) Transnational Crime Policy developed and implemented.	June 2022	TCU, PIMD
<b>GOAL 5: IMPROVED COORDINATION OF DISASTER PREPARATION, RESPONSE AND RECOVERY.</b>			
<b>Outcomes</b>	<b>Key Performance Indicators</b>	<b>Timeframe</b>	<b>Responsible Divisions</b>
1. Coordination, development and implementation of activities for disaster	a) All related Disaster and Emergency Management Legislations and Policies reviewed and implemented.	June 2025	DMO, PIMD, ICT

risk management strengthened.	b) All endorsed DAC/NEOC communications and reports documented and are accessible and available.	Ongoing	DMO
	c) Disaster Risk Management Communication Strategy developed and used.	Dec 2023	DMO, PCD
	d) 10% increase in number of disaster management programs and assessments implemented and conducted annually.	Ongoing	DMO, CSD
2. Disaster Management coordination platforms with stakeholders and partners strengthened.	a) The National Call Centre is established, functional and operational.	Dec 2024	DMO, ICT, CSD
	b) 100% of Village Disaster Coordination Committees activated especially during disaster operations	Ongoing	DMO
	c) NEOC refresher training on NEOC SOP for all DMO personnel and response agencies disaster response focal points.	Dec 2022	DMO, CSD
3. Promotion of sustainability awareness for disaster risk management increased	a) At least 80% of Response Agencies, Businesses and NGOs Personnel are trained in DRM.	Ongoing	DMO
	b) Response plans for all Response Agencies completed, accessed and available.	Ongoing	DMO
	c) At least 3 community based Disaster Awareness Campaigns conducted in a year.	Ongoing	DMO
	d) At least 10% increase in School DRM awareness programs conducted.	Ongoing	DMO, CSD
4. Climate change and disaster risk management mainstreamed across public, private and community sectors.	a) All Sector Response Plans analysed and tested for DRM focal point.	Dec 2022	DMO
	b) All Village Disaster Management Plans in place are tested and adopted by village disaster committees.	Dec 2022	DMO

<b>GOAL 6: ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS.</b>			
<b>Outcomes</b>	<b>Key Performance Indicators</b>	<b>Timeframe</b>	<b>Responsible Divisions</b>
1. Effective and productive work environment for the Ministry.	a) Ministry's Workforce Plan 2018 - 2021 reviewed and new plan completed.	June 2022	CSD (lead)  All Divisions (support)
	b) Ministry's Service Charter reviewed and new service charter developed.	Dec 2021	CSD
	c) All Ministry records digitized.	June 2023	ICT, CSD
	d) Corporate Service Manual reviewed.	June 2022	CSD
	e) All Standard Operating Procedures Manual and Regulations for Immigration reviewed.	June 2024	IMM
	f) ICT Disaster Recovery Plan for the Ministry reviewed.	June 2023	ICT
	g) Performance Management process for all staff completed on an annual basis.	Ongoing	All Divisions
	h) Organizational Structure reviewed every three years.	Ongoing	CSD (lead)  All Divisions (support)
	i) Review and monitor the MPMC Corporate Plan, 2021 - 2026	Six Monthly	CSD, PIMD, ICT
2. Ministry services integrated for the whole of Samoa.	a) Samoan Passports printed at the MPMC Office in Savaii.	Dec 2021	IMM, ICT, CSD
	b) Key Ministry services provided for the public at the MPMC Office in Savaii.	June 2025	IMM, CSD, PCD, DMO
3. Compliance with legislated reports.	a) Annual Reports completed by Oct of every year.	Annually	CSD (lead) All Divisions (support)

## 2016 -2021 CORPORATE PLAN REVIEW<sup>1</sup>

The following tables present the status of implementation of each of the Ministry's Goals for its 2017 – 2021 Corporate Plan. An analysis for each of the Goals is also provided.

### CORPORATE PLAN 2017 – 2021 REVIEW

GOAL 1: STRENGTHEN WHOLE OF GOVERNMENT POLICY AND PROGRAM COORDINATION AND MONITORING				
Activities	Key Performance Indicators	Time-frame	Responsible Division	Status of Implementation
1. Provide high quality policy advice to the Prime Minister and Cabinet	a) Timely advice to the Prime Minister	Ongoing	PIMD, CBSC	This Task is continuing and intended targets for the Corporate Plan period have been successfully implemented.
2. Strengthen whole of Government policy and development coordination	a) One Public Sector – One Vision for good governance – One Policy implemented;	June 2018	PIMD	This is now one of the key activities of the Public Administration Sector Workplan.
	b) National Policy Coordination Committee up and running;	June 2018	PIMD	The NPCC is meeting on a monthly basis now to provide the final assessment and then advise on policies for Cabinet endorsement.
	c) National Policy Framework approved by Cabinet.	June 2020	PIMD	Completed and has contributed to the developing of the Samoa 2040 (which was initiated by MPMC). MOF led from 2019 due to its relevance to the SDS, which was reviewed in 2020.
3. Monitor and evaluate Cabinet decisions	a) Monitoring and evaluation framework of Cabinet decisions approved by Cabinet.	June 2019	PIM, CBSC	Completed and now utilised to also follow up on implementation of all FKs.
4. Improve quality of public service delivery.	a) <i>Organizational Performance Assessment and Improvement Tool</i>	June 2018	<i>PIMD (in collaboration)</i>	<i>Draft has already been developed by PSC as they are taking the lead in this task. MPMC is closely working</i>

<sup>1</sup> The full report is available from the MPMC.

		(OPAIT) approved by Cabinet		with PSC)	with PSC (PSPP) in finalizing this huge undertaking for the Commission and the NPCC's endorsement for Cabinet This has now been moved to be completed in the next financial year.
5. Improve public sector integrity and culture	a)	Integrity standards approved by Cabinet;	June 2018	PIMD (in collaboration with PSC and OMB	This is one of the activities from the old PASP. This work was led by PSC and the Integrity Standards was combined into the One Policy Activity which was forwarded to the Reform Committee by Cabinet.
	b)	Scoping Study of an Integrity Commission approved by Cabinet.	June 2018	PIMD (in collaboration with PSC and OMB	This is one of the activities from the old PASP. The Scoping study was conducted by PSC as this was a PSC led activity in the old PASP. According to PSC this was completed in 2019.

### In a nutshell

The remaining activities are related to the PASP Framework of Action and included cooperation with other sector partners. These KPIs are continuing into the next Corporate Plan period. Seventy five percent (6 from 8) of the KPIs have been achieved.

### GOAL 2: EFFICIENT AND EFFECTIVE SECRETARIAT SERVICES AND SUPPORT

Activities	Key Performance Indicators	Time-frame	Responsible Division	Status of Implementation
1. Timely secretariat and support services for the Executive Offices of the Head of State and Council of Deputies	a) Operations and Procedure Manual for the Executive Offices developed.	June 2018	HOS, COD, OPM (lead)	Completed and will be reviewed in the next financial year. Modification are also been made to the SOP to also cover the COD.
	b) Entitlements Policy for the HOS and COD developed and approved by Cabinet	June 2020	PIMD (lead) OHOS, OCOD, CBSC (support)	Final draft will be sent to AG by end of January 2021...now changed to a Regulations for the Act instead.

	c) Head of State Act 1965 reviewed.	June 2021	PIMD (lead) OHOS, OCOD (support)	The review of the HoS Act was completed in 2019. Regulations have been drafted to further elucidate the Act.
2. Timely secretariat support to the Honours and Awards Committee	a) Honours and Awards Act reviewed	June 2021	PIMD	This work is completed as amendments were made in 2017.
3. Effective and efficient management of national events by Government	a) Events Management Strategy approved by Cabinet	June 2020	PIMD, CBSC (lead), CSD, HOS, OPM, PCD (support)	Completed and shared with CEO of all Government Ministries, Corporations and State owned enterprises
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.	June 2018	CBSC	Endorsed by CEO
	b) Cabinet Manual reviewed every two years		CBSC	Draft Cabinet Manual is awaiting CEO's endorsement.
	c) Ministerial Procedures and Processes Manual reviewed twice a year.		CBSC	All Cabinet processes are stipulated in the Cabinet Manual; Completion of the Ministerial Procedures and Processes Manual will complete by December 2021.
	d) Electronic Data Management System operational continually.	Ongoing	CBSC, IT	The Cabinet EDMS continues to facilitate Cabinet weekly meetings and Cabinet Secretariat document management of all meeting minutes and decisions. Ongoing support to Ministerial EDMS continues. 80% of the upgrade of the EDMS to Phase III is completed.
5. Improve compliance and understanding of Cabinet procedures and processes	a) Workshops for Cabinet Liaison Officer Forum completed twice a year.	Biannual	CBSC	One training for Ministerial staff has been completed.



### In Brief

Ninety percent of the KPIs have been achieved and completed. The only remaining activity, as analysed earlier in this report, will continue into the next Corporate Plan period.

### GOAL 3: EFFICIENT AND ACCURATE COMMUNICATIONS

Activities	Key Performance Indicators	Time-frame	Responsible Division	Status of Implementation
1. Clear and timely communication of information from Cabinet.	a) Communication Strategy for Media releases	July 2018	PCD, PIMD (lead) CBSC (support)	Completed and launched in December, 2019
2. Formalize processes relating to media compliance for government events.	a) Media Liaison Strategy completed.	March 2018	PCD	Completed
3. Provide a cohesive and streamlined approach to dealings with media issues across the public service.	a) Two media training per month for government agencies.	Ongoing	PCD	This activity is delivered on a hands-on-basis almost every week.

### In a Nutshell

All the KPIs for this Goal have been achieved. The launching of key documents such as the Communication Strategy 2020 and its implementation which led to the establishment of the Communication Liaison Officers' Network are amongst major outcomes derived from the realisation of these KPIs. Collaboration and ongoing support from networks and partners enabled this situation and the achievement of this key pillar – ensuring a well-informed Samoa.

**GOAL 4: VIGILAND AND COORDINATED NATIONAL AND BORDER SECURITY**

Activities	Key Performance Indicators	Time-frame	Responsible Division	Status of Implementation
1. Ensure the safety and security of Samoa.	<p>a) National Security Policy developed.</p> <p>b) Immigration Act 2004 reviewed and regulations developed.</p> <p>c) Ensure the integrity and functionality of border management systems</p>	<p>June 2018</p> <p>June 2019</p> <p>Ongoing</p>	<p>PIMD, IMM, TCU</p> <p>IMM, PIMD (in collaboration with AG)</p> <p>ICT, IMM</p>	<p>Completed and now implemented. National Security Taskforce is also in place to coordinate implementation of NSP.</p> <p>New Immigration Act 2020 has been passed by Parliament; Draft Regulations near completion.</p> <p>Border Management system continues to provide effective technical, informational, and operational support at the borders for local border agencies and partners.</p> <p>Completed in December 2018 and now utilized.</p>
2. Facilitate a conducive process for permit applications.	a) One Stop Shop Strategy developed	June 2018	IMM, ICT (in collaboration with MCIL and AG)	Completed in December 2018 and now utilized.
3. Maintain integrity of issuance of travel documents	a) <i>Passport Act 2008 reviewed and regulations developed</i>	June 2019	IMM, PIMD (with AG)	<i>Seeking support through the Governance Support Program</i>
4. Strengthen compliance with citizenship requirements	a) <i>Citizenship Act 2004 reviewed and Regulations developed.</i>	June 2019.	IMM, PIMD (in collaboration with AG)	<i>To be supported through the Governance Support Program</i>
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)	Ongoing work with PTCCC continuing in supporting intelligence work for Samoa
	b) Decrease in transnational offending.	Ongoing	TCU, IMM	TCU has been reviewed by a TCU Board and are now designing a new Strategic Plan for Samoa TCU

## Brief Analysis

Seventy five (75) percent of KPIs have been achieved, with only twenty five percent (2/8) postponed to the next Corporate Plan as key priorities. These two KPIs are also subject to the availability of the Attorney General's drafting team. Our border and national security are inevitably facing new challenges related to online pursuits, interests and cyber security. We have been vigilant, attentive and observant nevertheless, to ensure that Samoa's borders will remain secured from not just COVID 19, but transnational related crimes, in collaboration with our partners. The assistance, guidance and leadership of our regional partners in the form of the Australia Federal Police, New Zealand Police, Pacific Immigration Development Community (PIDC) Pacific Transnational Crime Coordination Center (PTCCC), and others are highly commended. Their own international cooperation with the Central Intelligence Agency (CIA), Federal Bureau of Investigation (FBI), International Police (INTERPOL) and others have continued to provide intelligence protecting our shores and borders.

## GOAL 5: ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

Activities	Key Performance Indicators	Time-frame	Responsible Division	Status of Implementation
1. Ensure an effective and efficient work environment for the Ministry.	a) Ministry's Workforce Plan 2018 – 2021 completed.	June 2018	CSD (lead) All Divisions (support)	Completed and endorsed for utilisation.
	b) Ministry's Service Charter developed.	Dec. 2018	CSD	Completed
	c) <i>Improved and centralised systems and portals for processing, sharing and storing of in – house data.</i>	June 2018	ICT, CSD	<i>In progress. Existing shared file server is already in use for storing of internal Ministry data; Work is also in progress to secure funds for the implementation of the deployment of a Ministry – wide document management system for digitizing Ministry files.</i>
	d) ICT Policy to guide the Ministry's operations developed.	June 2018	ICT, CSD	Completed. Revisions and updates to the Policy Manual are ongoing.
	e) Corporate Service Manual revised.	July 2019	ICT, CSD	Completed
	f) Standard Operating Procedures Manual for	June 2019	IMM	Completed and launched and now used since 2020.

	<p>Immigration developed.</p> <p>g) ICT Disaster Recovery Plan for the Ministry completed</p> <p>h) Performance Management process for all staff completed on an annual basis</p>	<p>June 2019</p> <p>Annually</p>	<p>ICT</p> <p>All Divisions</p>	<p>Completed and endorsed by CEO</p> <p>Progressing as required.</p>
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