



Ministry of Commerce, Industry and Labour
Matagaluega o Pisinisi, Alamanuia ma Leipa



CORPORATE PLAN

2016/17-2019/20

*"A leader in promoting an enabling environment for
diverse business innovation and employment in Samoa"*

Message from the Minister




The Government of Samoa remains steadfast in working towards the achievement of our vision contained in the Strategy for the Development of Samoa 2016/17-2019/20, *"Accelerating Sustainable Development and Broadening Opportunities for All"*.

The national vision is a challenge to respective Ministries to cohesively and consistently transform that vision into a visible reality for citizens of Samoa. For the Ministry of Commerce, Industry and Labour, this includes improving employment opportunities for our citizens, continuous review and implementation of strategies such as the Trade, Commerce and Manufacturing Sector Plan, legislative reviews and other strategies with the aim of delivering quality results to our citizens. To achieve this, requires a clear and well-articulated corporate roadmap.

It is with great pleasure that I introduce to you the Ministry's Corporate Plan 2016/17-2019/20 which will provide strategic direction for the Ministry of Commerce, Industry and Labour for the next five years. The effective implementation of the plan is expected to contribute to the continuation of the Government's efforts in developing the private sector and to providing an enabling environment for business development, in order to create employment opportunities and improve the quality of life for all.

The strategic objective of this plan is well aligned to the Strategy for the Development of Samoa 2016/17 - 2019/20 and focuses on improving the quality of life for the people of Samoa. I believe the successful implementation of the plan will greatly depend on the commitment of Management and Staff of the Ministry. The Ministry is to strengthen its stakeholder partnerships, especially in the private sector and the community, by continuing to provide and sustain an enabling environment to enable operators in the private sector to be more innovative, productive and create more sustainable employment opportunities.



Hon. Lautafi Fio Selafi Purcell
MINISTER FOR COMMERCE, INDUSTRY AND LABOUR

Message from the CEO



From the technical front of the Ministry, Corporate Strategic Planning is an essential component in our Ministry's contribution to the national vision contained in the Strategy for the Development of Samoa (SDS) 2016/17 - 2019/20. We can only achieve this through developing strong public private partnerships, implementing key strategies developed through these partnerships and reviewing the impact of those strategies within an agreed timeframe to ensure that the benefits are felt by our stakeholders right to the grassroots. This being our Ministry's third

Corporate Plan, covering the period July 2016 to June 2020, we remain steadfast in our approach of ensuring we deliver results. This plan has been modified to provide a more targeted approach to enable coherent implementation and to achieve set performance indicators.

Since 2012, the Ministry has made significant progress towards building stronger institutional management frameworks (including legislation) and processes to ensure that the Ministry's functions are more accountable and transparent and that it facilitates the needs of our key stakeholders, the private sector. We aspire to improve further in areas of service delivery for the benefit of our stakeholders and Samoa.

Within this corporate planning period, the Ministry intends to continue to strengthen our public private partnerships in its effort to provide an enabling environment for business diversity, growth, and creating employment opportunities for our citizens. I believe this will ultimately lead to the achievement of Key Outcome 3: Export Products Increased and Key Outcome 5: Participation of Private Sector in Development Enhanced of the SDS 2016/17 – 2019/20.

To be more businesslike, we need to function cohesively as a Ministry. This means taking a customer-centric approach and being more responsive to changing priorities. We will also continue to strive for efficiency and results. Considering the Ministry's diverse role, within this corporate planning period it is our intention to enhance coordination of our responsibilities through increased communication internally and through existing committees under the Ministry's mandate. Though we operate in a dynamic and demanding environment, change and complexity provide our Ministry with opportunities to find better ways to achieve our goals.

The Ministry of Commerce, Industry and Labour remains committed towards an inclusive approach that ensures all staff contribute to the greater cause of economic prosperity through quality performance. Together with consistent support from our stakeholder partners, our commitment to implementing key strategies, specifically the Trade, Commerce and Manufacturing Sector Plan (under review), we are confident of effectively contributing towards the overall national vision contained in the SDS 2016/17 - 2019/20, *"Accelerating Sustainable Development and Broadening Opportunities for All"*.

A handwritten signature in blue ink, appearing to read 'Pulotu Lyndon Chu Ling', written in a cursive, flowing style.

Pulotu Lyndon Chu Ling
Chief Executive Officer

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Strategic Direction 2016/17-2019/20

The key overarching strategic documents that form the basis of this Corporate Plan are the **Strategy for the Development of Samoa (SDS 2016/17-2019-20)** and the **Trade, Commerce and Manufacturing Sector Plan (2016-2020)**. This Corporate Plan will continue to support the Government's initiative to improve the enabling environment for business development and to boost productivity for sustainable development by utilizing the **Trade, Commerce and Manufacturing Sector Plan** as the catalyst that will propel development, create employment, boost productivity through stimulating production and value adding processes.

MCIL aims to strengthen the **Public Private Partnership (PPP)** concept with its stakeholders, in-line with the Government's objective of 'Enhancing the participation of Private Sector in national development' (SDS: Key Outcome 5). We continue to see the value in the Government assisting the Private Sector and enhancing their capacities to conduct business. MCIL foresees the strengthening of public-private partnerships through continuous market testing of State-owned Enterprises (SOEs) and the outsourcing of these entities in order for the Private Sector to thrive.

In this regard, we anticipate market failures where we will have to intervene to mitigate and address. This is why we strive to create a conducive and enabling business, and working environment for the Private Sector, and at the same time protecting the values and rights of consumers. In this understanding, we hope to build our Nation on a fair and just platform, hinging on our National development goal of "Accelerating Sustainable Development and Broadening Opportunities for All".

Furthermore, we note the continuous attempt of Government to achieve the 'one-stop-shop' concept to enhance facilitation procedures and processes. In line with the Public Service Functional Analysis 2016, we come closer to this concept with the transitioning of the Seasonal Worker's Scheme under the Ministry, as the Labour Employment Export Programme (LEEP). Moreover, there is also the transitioning of the Business License registration to MCIL, which then centralises the whole business set-up and registration process.

In line with our classification as an entity for Economic Development, our work together with our stakeholders are directly linked to the addressing of Samoa's trade deficit (SDS: Key Outcome 3). Hence, we will continue to address this through identifying, addressing and mitigating the challenges in trade-in-goods and build on the successes and strengths of trade-in-services. Whereas, due to its challenging nature, MCIL will continue to seek assistance and support from development partners and organizations to implement these aspirations.

Our Goals and Strategies

MCIL has three key functions that aim to improve the development of businesses, exports, foreign investment and the business environment to create employment. These are:

1. Commerce – development of the private sector and promote investment
2. Industry – encourage industry productivity and fair trade, and ensure a healthy and competitive market through the Trade, Commerce and Manufacturing Sector Plan
3. Labour – create employment opportunities for the local workforce both locally and internationally and a healthy and safe environment for employees and employers.

Our goals and strategies therefore aim at capturing the above functions. **Annex 1** provides more details of our goals and strategies for 2016/17-2019/20.

Goal 1.	Development of the private sector and promotion of investment
Strategy 1.	To strengthen sector policy, legal, regulatory and strategic planning
Strategy 2.	Facilitating an investment friendly environment
Strategy 3.	Simplify processes for Companies and Intellectual Properties and maintain the integrity of all Registries

Goal 2.	Encourage industry productivity and fair trade, and ensure a healthy and competitive market
Strategy 1.	To provide a high level of industry development through implementation of the Trade, Commerce & Manufacturing Sector Plan
Strategy 2.	Enhancing and promoting effectiveness of Competition and Fair Trade in markets to benefit consumers, businesses and the community

Goal 3.	Create employment opportunities for local workforce and a healthy and safe environment for employees and employers
Strategy 1.	Strengthen Labour and employment markets' supply and demand to improve employment opportunities
Strategy 2.	Seek and strengthen partnerships with development partners and key stakeholders or other related service providers to expand into other trades for more overseas employment opportunities
Strategy 3.	Facilitate employer-employee relationship through effective and efficient advice on industrial and employment relations, foreign employee employment permits, and on occupational Safety and health matters
Strategy 4.	Increase the number of local citizens employed under all international employment programs available and to ensure Samoa improves its export of skills abroad

Long Term Outcome

Enhanced investment resulting in increased employment, incomes and equitable distribution of the benefits leading towards poverty eradication.

Vision

MCIL's vision for the next four years reflects its support of Government's vision of Accelerating Sustainable Development and Broadening Opportunities for all. Our vision therefore is to become "A leader in promoting an enabling environment for diverse business innovation and employment in Samoa".

Mission

MCIL's mission is "Fostering economic growth and prosperity in Samoa by promoting public private partnerships, and ensuring a fair trading platform for businesses and consumers".

Values

Our values are embedded with those of the Public Service which are crucial to the successful delivery of our services. We aspire to keep and respect their importance in the achievement of our vision and mission:

Equity and Fairness – our stakeholders are treated equally and fairly maintaining political neutrality

Service & Commitment – committed and dedicated to service with honesty

Respect & Empathy – we respect the thoughts, feelings and concern of others and seek first to understand than to be understood

Transparency & Accountability – we encourage open communication and commit to ensure that our actions and decisions are consistent and made with clear reasons in an open manner

Efficiency & Effectiveness – optimum use of resources at all levels to achieve results of value to the public in the most economical way

Mandate

The Ministry is mandated to administer regulatory frameworks that:

1. Promote industry development, foreign investment and guarantees the rights of citizens to participate in the economy of Samoa;
2. Set standards to regulate fair competitive practices to promote a level playing field in all trades;
3. Administers the Apprenticeship Scheme, Employment services, conducting of labour market surveys, collection and dissemination of Labour Market Information;
4. Enforce labour and employment standards, approval of foreign employment permits and promote occupational safety and health;
5. Manage the registries of companies and other legal entities, Intellectual property registers, protection of rights of Intellectual Property holder and enforces statutory obligations.

The extensive Legal and Regulatory Framework for MCIL is detailed in **Appendix 1**. Recent reviews have been taken to update and reform legislation to comply with global business demands. These reviews will be on going for the corporate planning period to bring up to date the various legislation governing Samoa's business environment.

Our Working Environment

MCIL has re-assessed its organisational working environment and identified the following key factors influencing its ability to deliver its services effectively.

STRENGTHS

- Partnerships with the private sector, and development partners
- Strong management leadership
- Strong legal framework that mandates the functions of all divisions
- Staff who are adequately qualified, experienced and committed
- Knowledge sharing among staff
- Planning and coordination
- Strong internal policies guiding the work of staff
- Capacity building opportunities for staff
- Use of IT for effective delivery of services
- Solid HR and Finance Systems in place
- Customer service
- Timely HR and Financial reports available to staff and management
- Ability of staff to adapt to new systems and processes
- Efficient support services

WEAKNESSES

- Insufficient number of supporting staff to assist in other areas such as Asset and Information Technology
- Limited resources (Financial, Human Resource, Asset) that hinders the full achievement of objectives and strategies
- Time management - Meeting deadlines
- Interpretation of the legislation
- Existing E-Systems in place are not user-friendly
- Loss of institutional knowledge when staff resign
- Insufficient staff trained in the right technical areas
- Inconsistency of the quality of work
- Linkage of sector and divisional objectives

OPPORTUNITIES

- Private sector to provide more job opportunities
- Identify more funds for awareness programs
- Develop the National Employment Policy to recognise informal employment
- Develop staff professional development programs
- More apprenticeship trades relevant to the work force
- Institutional knowledge
- Strengthen Private Public partnerships with private sector and development partners
- Development of TCM as a catalyst that would propel development, employment creation and reduce hardship
- Legislative reforms to enhance business environment for private sector development

THREATS

- Global and economic impacts/Changing international laws and conventions
- Lack of coordination amongst government ministries
- Changes of policies and processes that may not be applicable to current work situations
- Political influence
- Conflict of interest
- Sustainability of project (financial support)

- Exit strategies for projects
- Occupational safety and health risks
- Non-compliance of employers to submit required information to the Ministry
- High turnover due to better opportunities elsewhere
- Budget constraints leads to non-achievement of plans

CHALLENGES

MCIL is not immune from the risks surrounding its ability to fully implement its strategies and goals. The global economy is rapidly changing. Competition is intensifying for skilled labour, capital and resources. As the population grows, more economic, environmental and social issues arise. Rapid climate change also affects implementation phases of this plan. Just as the economy began to recover from previous natural disasters, risks of potential natural disasters emerges.

Challenges	Mitigation Actions	Responsibility
Governance and Management	Continuous participation and commitment by the Management Team to make decisions for the betterment of the Ministry	CEO
Staff turnover	Develop professional development programs for staff locally and overseas for increased exposure. On-going capacity building	CEO
Limited qualified people available to recruit	Promote MCIL as the choice employer in Samoa Conduct Awareness/Career day	CEO
External Factors influencing business development (i.e. financial crisis, market changes, natural disasters)	Negotiate and confirm donor funding from developed partners Develop new assistance scheme for the business community	Whole Ministry
Changing government policies	Advocate National goals during policy changes Continuous consultation of private sector and the general public Strengthen partnerships with Private Sector organisations and Non-governmental organisations	Whole Ministry
Occupational Safety and Health risk	Continuous role of awareness programs in the workplace Minimise associated risks through implementation of OSH Risk Framework	CEO and OSH team
Buy-in to the TCM Sector Plan	Incorporating of the TCM-CU into the MCIL budget Continue to advocate for Sector initiatives Liaise with development partners regarding investment into Sector gaps	CEO and TCM
Non-compliance of employers/private sector on legislative requirements	Continuous social dialogues with private sector and awareness programs	CEO

Key Achievements of 2012-2016

The following were the key achievements for the Ministry from the last five years of the Corporate Plan. **Annex 2** provides full results of the Corporate Plan period 2012-2016.

Private Sector Development

- More than WS\$180,000 of direct support to the private sector to assist with their trade promotions and trade development under the Enhanced Integrated Framework with an additional WS\$4.8million to support value chain development mainly for coconut and cocoa value chains with infrastructure support for business organisations to engage in marketing support activities.
- Government continued to assist the private sector with financial grants totalling WS\$2.1million which was distributed to Private Sector organizations to assist with their administrative operations from the local budget over the past five years (2012-2016).
- Foreign investors registered in Samoa over the past five years (2011-2015) reached 282 with initial working capital recorded at WS\$261 million in all key sectors with the services sectors and tourism taking up the bulk of Foreign Direct Investments. Employment expected from these investments would be more than 1000 local jobs created at the initial stages of the investments.
- On our employment markets, just over 200 apprentices graduated over the past five years specialising in seven trades such as electrical, plumbing, refrigeration and air conditioning, welding and fitting skills. The apprenticeship scheme is another successful partnership where our private sector and government share in sponsoring our apprentices.
- Successful completion of the Private Sector Support Fund (PSSF) where 923 businesses including 43% of farmers were able to receive support to assist with their marketing, promotions and capacity building and some with basic equipment. PSSF monies paid to private sector over the past five years reached WS\$5.9million from the NZ Government.
- Manufacturers and tourism operators were able to receive support under the Government Duty Concession Scheme with WS\$59million worth of duties waived to provide these operations with an incentive to commence business, which in turn provided more employment opportunities for our people.
- Securing US\$4 million to Strengthen Samoa's National Implementation Arrangements for the Enhanced Integrated Framework (Tier 1) and to implement the Samoa Trade Sector Support Programme (Tier 2).

Enabling Environment for Businesses

The Enabling Environment for businesses has been one of the challenges for MCIL in trying to coordinate a 'one stop shop' for businesses in Samoa. The 'Cost of Doing Business' survey that the World Bank conducts on an annual basis in one of the benchmarks that MCIL uses to measure the effectiveness of its work and the enabling environment.

A lot of reforms have been undertaken by the Government and some of these reforms have resulted in the following milestones:

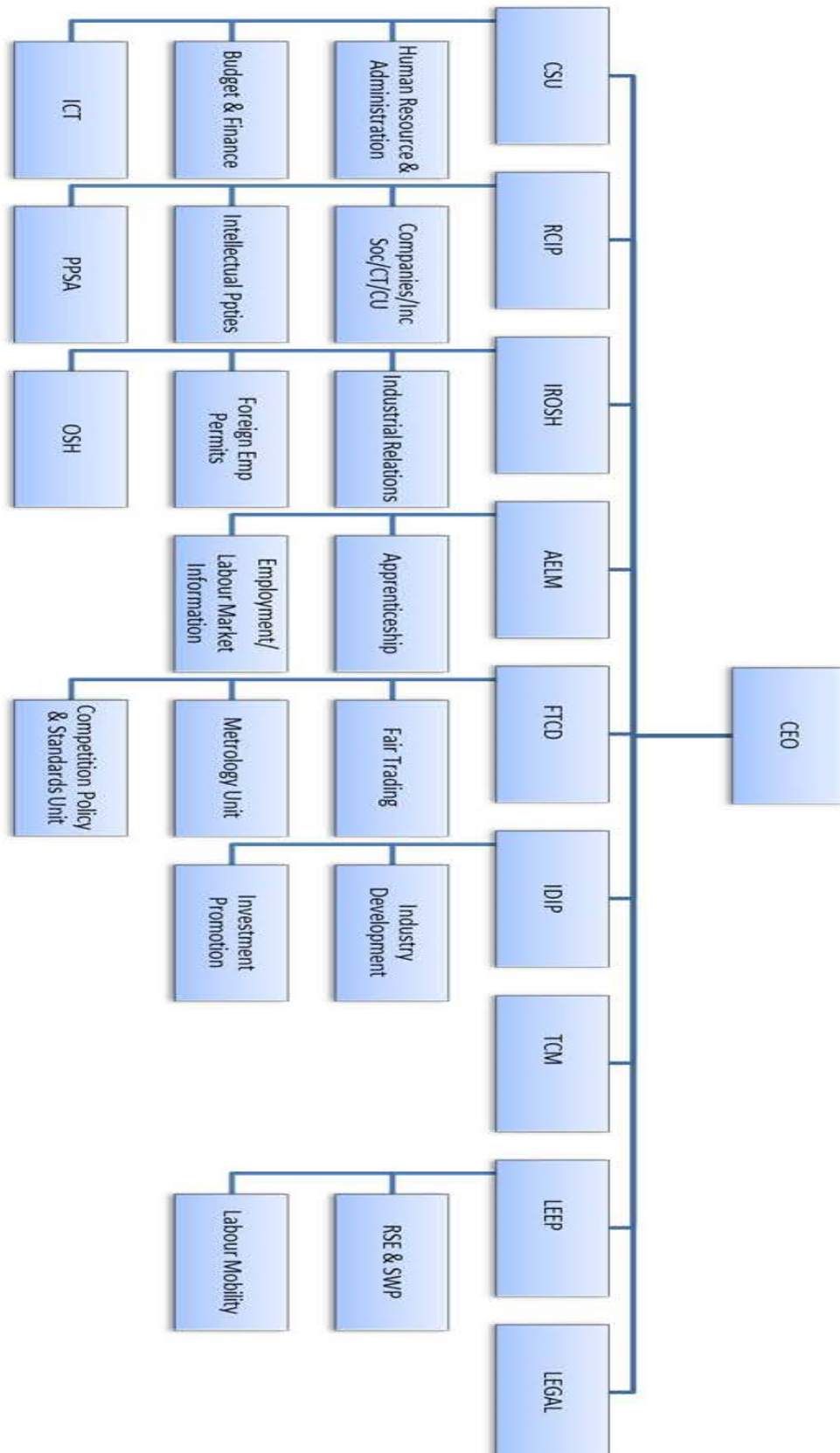
- The electronic registry of companies launched in February 2013. The Online Company Registry has tremendously improved the systems for business registrations and some of the benefits to date include:
 - Reduction of costs to set up a business and to search for company information;

- Ease in registering a company and maintenance of company registration which now can be done within a day;
- Company information now readily accessible online 24 hours;
- The Company Register can be searched from anywhere in the world providing reliable information to potential exporters and importers about shareholders and directors of the companies that they might be dealing with. This enhances the ability of the parties to enter into contracts.
- Registration of intellectual property continues to increase as Samoa participates in the global economy with more than 4000 trademarks already registered in Samoa with increasing registrations from Samoan manufacturers and service providers.
- Development of the Personal Property and Securities Act 2013 and the corresponding regulations.
- Development of the Competition and Consumer Act 2016.
- Updating our weights and measures framework transitioning from the imperial to the metric system to facilitate our trading transactions with the passage of the Legal Metrology Act 2015.
- Fair Trading and Consumer Protection role of the Ministry has ensured that there is a competitive environment for businesses to operate and at the same protect consumer's interest from monopolistic price surges and any potential collusion amongst businesses to set prices. To date, the role of the Price Control Board had guaranteed that the Samoan consumers were able to purchase their basic food items and groceries at fair prices. One of the key roles is also monitoring that our petrol service stations sell the fuel at the stipulated prices and the Ministry conducts calibrations as soon as there is a change in fuel.
- Improving the regulatory environment governing our industrial and employment relations, and occupational health and safety through the passing by Parliament of the Labour and Employment Relations Act in 2013 and its Regulations in 2016; and the Occupational Safety and Health Regulations in 2017.
- In terms of industrial relations, labour related grievances over the past five years reached 550 and close to 90% of these grievances have been resolved, a strong indication of the role of government facilitating employer employee dialogue in resolving industrial and employment disputes between employers and their employees.
- Occupational Health and Safety in the workplace is critical and MCIL conducts on-going inspections to ensure workplaces comply and promote OSH standards. From the inspections conducted around 99% of companies were in compliance. Again this is a reflection of the close partnership that the Government has with the private sector in ensuring that our workplaces are safe and meet the regulations and standards.
- For foreign workers, MCIL took up the role in 2014 to issue work permits for foreign workers especially in the areas where there is limited supply of skills in the local market. Since the transfer of the employment permits to MCIL close to 900 permits were issued across various industries such as construction, retail, domestic work and professionals.

The Government has been able to work together with private sector organisations through the Samoa Chamber of Commerce and Industry, the Small Business Enterprise Centre, the Samoa Association of Manufacturers and Exporters, the Samoa Hotels Association and Women in Business Development Incorporated not only in policy development but also in the development of business support networks, capacity building and trade and marketing promotions locally and abroad.

Organisational Structure

Our goals and strategies will be realized through the following organisational structure. MCIL will also make a careful analysis of its organisational structure, to suit the requirements of its legislative reforms, to ensure it promotes inclusive growth, enhance public sector efficiency and improve economic competitiveness.



Appendix 1: MCIL Legal and Regulatory Framework

Legislation the Ministry Administers

1	Apprenticeship Act 2014	18	Incorporated Societies Ordinance 1952
2	Apprenticeship Regulations 2014	19	Incorporated Societies Regulations 1973
3	Charitable Trusts Act 1965	20	Intellectual Property Act 2011
4	Citizenship Investment Act 2015	21	Intellectual Property Regulations 2015
5	Citizenship Investment Regulations 2016	22	International Date Line Act 2011
6	Companies Act 2001	23	Labour and Employment Relations Act 2013
7	Companies Regulations 2008	24	Labour and Employment Relations Regulations 2015
8	Competition and Consumer Act 2016	25	Metrology Act 2015
9	Consumer Information Act 1989	26	Occupational Safety and Health Act 2002
10	Cooperatives Societies Ordinance 1952	27	Occupational Safety and Health Regulations 2017
11	Cooperatives Societies Regulations 1954	28	Personal Property and Securities Act 2013
12	Copyright Act 1998	29	Public Holidays Act 2008
13	Credit Union Act 2015	30	Receiverships Act 2006
14	Daylight Saving Act 2009	31	Securities Act 2006
15	Fair Trading Act 1998	32	Trade Commerce and Industry Act 1990 & Amendments 2014
16	Foreign Investment Act 2000	33	Transitional Provisions Act 2006
17	Foreign Investment Regulations 2011		

International Organisations, Treaties and Obligations, Trade Agreements

Codex Alimentarius Commission

- Food Standards
- Food Labelling
- Toy Safety Standards

Consumer International

- World Consumer Rights Day
- Consumer Rights and Consumer Protection
- Consumer Information

International Labour Organisation Conventions

- C029 Forced Labour Convention 1930
- C087 Freedom of Association and Protection of Rights to Organize Convention 1948
- C098 Right to Organise and Collective Bargaining Convention 1949
- C100 Equal Remuneration Convention 1951
- C105 Abolition of Forced Labour Convention 1957
- C111 Discrimination (Employment and Occupation) Convention 1958
- C138 Minimum Age Convention 1973
- C182 Worst Forms of Child Labour Convention 1999
- Maritime Labour Convention 2006
- Privileges and Immunities Convention 1948

United Nations Industrial Development Organization

- Industry Developments

World Intellectual Property Organization

- 1967 Convention Establishing World Intellectual Property Organisation
- 1954 Convention for the Protection of Cultural Property in the Event of Armed Conflict
- Hague Convention Abolishing the Requirement of Legislation for Foreign Public Documents
- 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property
- 1971 BERNE Convention for the Protection of Literary and Artistic Works
- Paris Convention for the Protection of Industrial Property

World Agencies for Investment Promotion Agencies

- Investment Promotion Agencies

African Caribbean Pacific – European Union

- Economic Partnership Agreement – on-going

PACER PLUS and PICTA

- General Agreement on Trade in Goods
- General Agreement on Trade in Services
- Investment Chapter
- Temporary Movement of Natural Persons

World Trade Organization

- Anti-dumping and Countervailing Measures
- Sanitary and Phytosanitary Measures
- Technical Barriers to Trade
- Trade Related Aspects of Intellectual Properties
- Trade Related Investment Measures
- General Agreement on Trade in Services

Other Regulatory Roles and Obligations:

- Strategy for the Development of Samoa 2016/17-2019/20 – **Priority Area 1: Key Outcome 3 Export Products Increased and Key Outcome 5: Participation of Private Sector in Development Enhanced**
- Trade Commerce and Manufacturing Sector Plan 2012-2016
- Immigration Act 2004, amendments and regulations
- Ministerial and Departmental Arrangements Act 2003
- Public Finance Management Act 2001, amendments, regulations, manuals and instructions,
- Public Bodies (Performance and Accountability) Act 2001
- Public Service Act 2004, amendments, regulations and instructions

Legislated Boards and Committees:

- Apprenticeship Council
- Trade Commerce and Industry Board
- Samoa National Codex Committee
- Prices Control Board,
- Samoa National Tripartite Forum
- Trade, Commerce and Manufacturing Sector Steering Committee

Other Affiliations:

- Accident Compensation Corporation (ACC) Board
- Agriculture Sector Plan – Steering Committee & Working Groups (MAF)
- Disaster Advisory Committee – (MNRE DMO)
- Convention on Elimination of Discrimination Against Women (CEDAW-MWCSD),
- Climate Change committee (MNRE)
- Commercial Fisheries Management Advisory Committee (CF- MAC - MAF)

- Environment Sector Steering Committee (MNRE)
- Fire Emergency Service Committee (FESA)
- Forestry Board (MAF)
- Investment Committee (MOF)
- Livestock – Management Advisory Committee (L-MAC – MAF)
- National Disaster Management Committee (MNRE)
- National Energy Committee (MOF)
- National Heritage Committee – (MESC)
- National Revenue Board (MOF)
- National Tobacco Control Committee (MOH)
- National University of Samoa (NUS)
- National Working Committee on Trade Agreements (MFAT)
- Ozone committee (MNRE)
- Pesticides and Pollutant Committee (MNRE)
- Petroleum Taskforce Committee (MOF)
- Samoa Market Access Working Group – Pacific Horticultural & Agricultural Market Access (PHAMA) (MAF)
- Post-Secondary Education training (PSET) Committee,
- SACEP – Agriculture (MAF)
- Samoa Bureau of Statistics (SBS) Steering Committee
- Samoa National Youth Forum (MWCSD)
- Samoa Qualification Authority (SQA)Board
- Small Business Enterprises Centre (SBEC)
- Tourism Cyclone Recovery Programme (STA)
- Trade Advisory panel (SQA)
- Traditional Knowledge committee (SQA)
- TVET Implementation Committee (MESC)

Appendix 2: Goals and Strategies 2016/17-2019/20

Sector Pillar	Goals	Strategies/ Activities	Performance Measure/Indicator	Responsible
Pillar 4 – Sector Policy and Planning Framework	A coherent sector planning and policy formulation developed	<p>Develop a guideline with relevant divisions to assist with the interpretation, application and administration of legislation under MCIL</p> <p>Develop monitoring and evaluation (M & E) framework with divisions to guide and monitor the regulatory role of MCIL in terms of compliance of MCIL legislation</p> <p>Collaborate with relevant divisions in organizing awareness programs on new legislation</p>	<ul style="list-style-type: none"> - Divisions fully understood relevant requirements of legislation and their applications - M & E Framework developed - Number of awareness programs on new legislation - Number of regulations and policies developed 	Legal Division
Pillar 2 – Processing and Value-adding	Provide a high level of industry development	Efficient implementation of assistance schemes administered by the Ministry and research into other new incentives in accordance with the need of industries	<ul style="list-style-type: none"> - Increase utilisation of schemes by all different industries - Simplifying processes and procedures for efficient implementation of schemes or implement new research schemes 	Industry Development & Investment Promotion
		Effective public awareness programs on all assistance schemes administered by the Ministry	<ul style="list-style-type: none"> - Suitable media awareness programs that captures the awareness of the public - Increase number of applications for each scheme as a result of good 	Industry Development & Investment Promotion

Sector Pillar	Goals	Strategies/ Activities	Performance Measure/Indicator	Responsible
			awareness programs	
		Strengthen existing systems and approaches for effective government-private sector consultative mechanism	- More resolutions on issues from private sector that are directed to the TCI Development Board, thus lead to business growth	Industry Development & Investment Promotion
		Promote development of micro, small and medium enterprises (MSMEs) through formal set up of policy and strategies	- Develop legislation to administer support for MSMEs or amend existing legislation to cover MSMEs - To include MSMEs under relevant TCM pillars and other existing PSO support programs - Encourage more female entrepreneurship	Industry Development & Investment Promotion
		Promote quality locally made products through the Lotonu'u initiative as well as through the National Export Strategy	- Reactivate the Lotonu'u Committee and complete the compilation of the constitution and standards - Increase number of quality locally made products in the domestic and international market	
		Connecting or linking industry development issues at national level with overall regional or international agreements Samoa is a party to	- Implementation of international conventions and trade agreements	
		Review sector profiles for two industries	- Two industry sector profiles developed	Industry Development & Investment Promotion
Pillar 4 – Sector Policy and Planning Framework	Facilitating an investment friendly environment	Review, research and update investment opportunities to be	- Promotion of Citizenship by Investment Program	Industry Development &

Sector Pillar	Goals	Strategies/ Activities	Performance Measure/Indicator	Responsible
		promoted	<ul style="list-style-type: none"> - Undertake overseas investment missions and the use of social media to promote investment - Develop incentive packages targeted to specific sectors such as fisheries, agriculture, tourism, renewable energy and professional services - Facilitate program of appointments and provide packages of information for investment groups - Implement current legislation and consider other amendments to ensure transparency and consistency with an enabling environment 	Investment Promotion
Pillar 3 – Market Access	Enhancing and promoting effectiveness of Competition and Fair Trade in markets to benefit consumers, businesses and the community	Restructuring of Division to reflect the extend of the mandate administered	<ul style="list-style-type: none"> - Division restructured, resourced and effective operational with the plan period 	Fair Trading & Codex Development
		Full implementation of the Competition and Consumer Act 2016	<ul style="list-style-type: none"> - Establish Competition and Consumer Commission - Develop regulations for Competition and Consumer Commission - Authority Public Awareness campaign 	Legal Division/ Fair Trading & Codex Development
		Effective Implementation of the Metrology Act 2015 Increase inspection and calibration of weights and measures (mass, length and volume) Calibration of weights and measures using NZ secondary standards	<ul style="list-style-type: none"> - Full conversion from imperial to metric - Reduction in the number of complaints received - Increase accuracy of measuring equipment - Increase consumer confidence 	Legal Division/ Fair Trading & Codex Development

Sector Pillar	Goals	Strategies/ Activities	Performance Measure/Indicator	Responsible
		Verification and testing of weighing and measuring equipment (scales/petrol pumps)		
		Effective operation of the Savaii MCIL branch.	<ul style="list-style-type: none"> - All Ministry services represented. - Staff recruitment (other Divisions) - Increase public awareness campaign in Savaii 	All division
		More Capacity building on Technical Barriers to Trade/Competition/Metrology and Codex.	<ul style="list-style-type: none"> - Improve understanding, knowledge and skills of officials 	Fair Trading & Codex Development
		Coordinate and facilitate food and non-food safety standards.	<ul style="list-style-type: none"> - Coordinate and facilitate at-least 4 standards within the plan period 	Fair Trading & Codex Development
		Increase inspection, investigation, monitoring visits throughout the country	<ul style="list-style-type: none"> - Reduction in the number of complaints received. - Efficiency and effectiveness of administration and monitoring mechanisms 	Fair Trading & Codex Development
		Increase promotional programs aim at public awareness of consumer rights and trader obligations	<ul style="list-style-type: none"> - Complaints receive are arbitrated by the Ministry saving costly court proceedings - Levels of awareness of consumers and producers enhanced. 	Fair Trading & Codex Development

Sector Pillar	Goals	Strategies/ Activities	Performance Measure/Indicator	Responsible
		Develop consumer awareness promotional materials and information guides (goods and services)		
		Provide secretariat services to the Samoa National Codex Committee and the Prices Board	- Effective and high quality resolutions achieved	Fair Trading & Codex Development
		Implementation of the Codex Strategic Plan 2016-2020	- Priority activities to be achieved with the plan period	Fair Trading & Codex Development
		Develop an e-commerce regulatory framework & regulations	- Growth of e-commerce	Fair Trading & Codex Development
Pillar 1 – Industrial Supply and Productivity	Create full employment of local workforce and highly qualified trades people, generate more working opportunities, encompassing temporary movement of natural persons	Expand the Apprenticeship Scheme with three additional trades Seek partnerships with development partners to expand onto other trades for more overseas employment opportunities	- More students joining the Apprenticeship Program - Increased number of graduates under the Apprenticeship Scheme	Apprenticeship
		Review on the Job Report Forms for seven Trades Trade Panels and Industry to revise Industry Training Standards on the Job Forms to be in line with National Competency Standards	- National Competency Standards to be included in the Curriculum of the seven trades	Apprenticeship
		Accreditation of the	- Qualification to be recognizable	Apprenticeship

Sector Pillar	Goals	Strategies/ Activities	Performance Measure/Indicator	Responsible
		Apprenticeship Scheme	nationally and internationally	
		Collaborate with the Samoa Qualification Authority in accrediting the Scheme		
		Implementation of the New Labour Market Information Management system	- More stakeholders, jobseekers, unemployed people and clients using the new system	Employment & Labour Market
		Collaborate with key stakeholders for better utilization of the new LMI system		
		Extend coverage of the Samoa National Employment Policy to the informal employment sector	- Increase job creation and employability especially unemployed youths	Employment & Labour Market
		Work in partnership with all Sectors for effective implementation of the new SNEP	- Conduct Labour Market Surveys to assess employment level in terms of supply and demand	
		Provide administrative support for the LEEP and explore additional overseas seasonal employment opportunities for Samoa	- Conduct Labour Force Surveys (LFS) and School to Work Transition Surveys (STWTS)	Labour and Employment Export Program Unit
Pillar 4 – Sector Policy and Planning Framework	Strengthen capability of employers to manage their employees through effective and efficient advise on Industrial / Employment Relations, Foreign Employee Employment Permit, and on	Sound advice to all stakeholders	Timely and consistent advice to employers and workers on the following: <ul style="list-style-type: none"> - Industrial / Employment Relations - Working Terms and Conditions - Foreign Employee Employment Permits - Occupational Safety and Health 	Industrial Relations & Occupational Safety and Health

Sector Pillar	Goals	Strategies/ Activities	Performance Measure/Indicator	Responsible
	Occupational Safety and Health matters		- International Labour Conventions	
Cross-cutting – All Pillars	Improve Private Public Partnership coordination and collaboration	<p>Strengthen tripartite dialogue with key stakeholders on all labour/OSH related matters</p> <p>Enhance commitment with the International Labour Organization</p> <p>Promote best practice on Labour/Employment, and OSH matters through developing effective awareness programmes</p>	<ul style="list-style-type: none"> - Meet at least two times within every 90-day period to address fundamental matters affiliated with employers, workers and the government - Submission of at least two International Labour Standard Reports on the implementation of Conventions ratified by the Government of Samoa - Conduct ten awareness programmes to address common problematic areas such as working terms and conditions issues, and foreign employee employment permit - Conduct ten awareness programmes on preventative measure for safe and healthy work place 	Industrial Relations & Occupational Safety and Health
Pillar 4 – Sector Policy and Planning Framework	Effectively monitor and evaluate the implementation of Labour Laws/OSH legislation and practices for improved compliance	<p>Improved M&E system</p> <p>Effective and efficient inspections/investigations</p>	<ul style="list-style-type: none"> - Review, develop, and promote the M&E system for the efficient and effective carrying out of inspections/investigations <p>Implementation of the following legislation:</p> <ul style="list-style-type: none"> - Labour and Employment Relations Act 2013, and Regulations 2016 	Industrial Relations & Occupational Safety and Health

Sector Pillar	Goals	Strategies/ Activities	Performance Measure/Indicator	Responsible
		Improved compliance	<ul style="list-style-type: none"> - Occupational Safety and Health Act 2002, Regulations 2017 - Public Holidays Act 2008 - Monthly and quarterly reports submitted on the effective implementation of labour and OSH legislation - 80 – 85% improved compliance of the labour law - 70 – 75% improved compliance of the OSH law 	
Pillar 4 – Sector Policy and Planning Framework	Timely implementation of labour and OSH law through strengthening policy, research, planning and development	<p>Review and develop effective Industrial Relations, FEPP, and OSH policies and procedures</p> <p>Research and develop an electronic customer centered system for FEPPs</p>	<p>Approval and implementation of the following:</p> <ul style="list-style-type: none"> - Working Terms and Conditions for the private sector and Public Bodies - Industrial Relations Policy Framework - Foreign Employee Employment Permit Policy Framework - National Occupational Safety and Health Policy Framework - Approval and implementation of the IROSH procedure guideline - Development of the Grievance Manual - Go-live of an electronic customer centered system for the assessment and issuance of FEPPs 	Industrial Relations & Occupational Safety and Health
Pillar 4 – Sector Policy and	Simplified processes for	Develop simple processes to	- Reduction in the number of days to	Registry of

Sector Pillar	Goals	Strategies/ Activities	Performance Measure/Indicator	Responsible
Planning Framework	Companies (Private Limited Companies, Incorporated Societies, Cooperative Societies, Charitable Trusts, Credit Unions and Company Charges) and Intellectual Properties (Patents, Innovation Patents, Registered designs, Trade Marks, Plant Breeder's Rights; Geographical Indications, and Lay-Designs of Integrated Circuits)	<p>facilitate the registration of Companies and Intellectual Properties</p> <p>Adopt Electronic Registers for both Companies and Intellectual Properties</p> <p>Provide Electronic Registers that are easily accessible by clients worldwide</p> <p>Ensure the standard of processes and online registers are internationally acceptable</p> <p>Private Property and Security Act commenced and implemented</p>	<p>register a company or intellectual property</p> <ul style="list-style-type: none"> - All registers are available electronically - All registers easily accessible by clients worldwide - Increase accessibility to credit, particularly for small businesses - Client satisfaction increased 	Companies & Intellectual Property
Pillar 4 – Sector Policy and Planning Framework	Maintain Integrity of Registers	<p>Enforce all companies and intellectual property legislation</p> <p>Develop a Monitoring and Evaluation Framework</p> <p>Reform out dated legislation</p> <p>Adopt awareness programmes</p> <p>Produce timely Reports on registry work</p>	<ul style="list-style-type: none"> - Planned spot checks are executed - Decrease in number of complaints - Planned awareness programmes undertaken - Decrease in the number of queries - The number of complaints resolved - Companies and Intellectual Property legislation updated - Register Information are up to date - Advice to the Registrar accurate 	Registry of Companies & Intellectual Property

Sector Pillar	Goals	Strategies/ Activities	Performance Measure/Indicator	Responsible
		Review RCIP Divisional Structure Update existing Electronic Registers to internationally accepted standard		
Pillar 4 – Sector Policy and Planning Framework	Enhanced capacity of Registry staff	Train Registry Staff on adopted processes for the registration of Companies and Intellectual Properties to improve service provision and client care Registry Staff to attend training and workshops related to companies and intellectual properties at national and international levels	<ul style="list-style-type: none"> - All Registry Staff able to assist clients with the registration processes - Registry Staff attended allotted number of training and workshops - 100% of Registry Staff have attended training or workshops - Morale of Registry Staff high - Performance of Registry Staff High level - Registry Staff able to provide high level advice to the Minister and Registrar when required - Client Satisfaction High 	Registry of Companies & Intellectual Property
Cross-cutting – All Pillars	Ensure that sufficient resources (Human/Financial/Asset Management/IT) are available to support the effective delivery of the Ministry's core services in support of private sector development	Sound financial performance and management	<ul style="list-style-type: none"> - Accurate monthly financial reports provided on time to managers with recommendations - Close monitoring of division budgets and make timely recommendations on options for utilisation of resources - Strengthen internal controls and enhancing staff understanding of their purpose 	Corporate Services
		Implement and manage the Asset Management System	<ul style="list-style-type: none"> - Two stock take reports produced per year 	Corporate Services
		Develop a culture of safety, quality, innovation and high	<ul style="list-style-type: none"> - To encourage compliance with occupational health and safety 	Corporate Services

Sector Pillar	Goals	Strategies/ Activities	Performance Measure/Indicator	Responsible
		performance	legislation and to create an internal health and safety policy	
Cross-cutting – All Pillars	Strengthen professional development of all staff members	Establish staff development programmes	<ul style="list-style-type: none"> - To review the Ministry's Workforce Plan 2012-2016 to in line with staff training and development needs - Staff to have access to relevant training and professional development opportunities (local and overseas) - Keep an up-to-date database of staff skills, experiences, and talents - Implement the Performance Appraisal System to address staff performance, boost staff morale, and team work amongst staff - Recognition of staff achievements and accomplishments by encouraging non-financial reward systems in the ministry - Encourage policy compliant environment and consistent implementation of policies & procedures to all staff - Encourage job rotation within divisions, one should be able to do 	Corporate Services and All divisions

Sector Pillar	Goals	Strategies/ Activities	Performance Measure/Indicator	Responsible
			everyone else's job	
Cross-cutting – All Pillars	Build capacity of staff to utilise IT resources effectively and efficiently to strengthen communication and sharing of information	<p>Developing a MCIL Intranet portal for Staff use for in house awareness and training</p> <p>Develop an electronic database and electronic filing system for each division</p> <p>Develop a robust disaster recovery plan for all electronic systems to ensure business continuity</p> <p>Administer the usage of internet services efficiently and ensure uninterrupted connectivity during work hours</p> <p>Inquire about and secure appropriate training opportunities overseas for ICT officers to enhance skills and capabilities</p> <p>Development of a central registration system for businesses in Samoa which would be used by all Government agencies (MfR, NPF, ACC) building on the success on the online company registration</p>	<ul style="list-style-type: none"> - Develop and implement an integrated IT work plan which includes ICT policies for all staff to adhere to - Timely reporting and resolution of ICT issues - Improve the self-sufficiency of staff so they can resolve basic ICT issues with minimal to no assistance - Regular reports and maintenance of all ICT components and resources - Have regular spot checks to ensure all staff computers are free of viruses and that computer usage complies with IT policies - ONE MCIL Database implemented for accurate reporting and decision making of Management 	Corporate Services – IT and all divisions

Appendix 3: Results/Review of Corporate Plan 2012 – 2016

KRA 1: Our Services:

Objectives (Translate to MLO)	Strategies/Activities	Performance Measure	Current Status	Comments
1.1 provide appropriate policy advice to the Minister,	<ul style="list-style-type: none"> i. Annual reports prepared and tabled in Parliament ii. Six monthly update reports on the Ministry Board meetings submitted to Minister for Cabinet 	<ul style="list-style-type: none"> i. Tabled in Parliament at least three months after end of financial year, ii. Two reports noted by Cabinet 	Completed	Annual reports tabled in Parliament: FY2011-12, FY2012-13, FY2013-14 (complete Parliamentary committee report) Annual report to be tabled in Parliament: FY2014-15
1.2 Efficient and effective secretariat support to the Minister,	<ul style="list-style-type: none"> i. Weekly meetings with Minister to keep him informed of MCIL activities ii. Timely implementation of the Minister's admin, HR and financial support services 		Completed	<ul style="list-style-type: none"> i. CEO on behalf of Ministry to conduct weekly briefings with the Minister when Minister requires, keeping him informed on status of activities as well as policies implemented and proposed by MCIL ii. 100% of these services are performed on time
a1.3 Provide a high level of industry development and facilitating an investment friendly	i. Efficient implementation of assistance schemes administered by the Ministry and research into other new incentives in accordance with the need of industries development	i. Increase utilisation of schemes by all different industries	Completed	On-going activity

environment	ii. Public Awareness Programs on all assistance schemes administered by the Ministry	ii. Solid PPP through an established consultative mechanism such as the Economic Forum	Completed	On-going
	iii. Investigate means of introducing a formal government-private sector consultative mechanism	iii. Increase growth of MSMEs	Completed	
	iv. Promote development of MSMEs through formal set up of policy and strategies	iv. Assistance schemes facilitated on updated legislation e.g. regulation for duty concession scheme currently administered under the Customs Amendments Act 2007	Completed	Finalize a national definition of MSMEs
	v. Review policies relating to industrial development growth including the Industry Act under the MCIL Management Bill project.	v. Increase quality of local made products thus meeting overseas market standards	Completed	Law Reform Commission cancelled this project (MCIL Management Bill) in 2012-2014 To be reactivated in next Corporate Plan period
	vi. Maintaining good records and database of all assistance schemes administered by the Ministry for reporting purpose	vi. Update database and good filing system in place for obtaining the required information for reporting	Completed	
	vii. Promote quality locally made products through the Lotonu'u initiative as well as through the National Export Strategy		On-going	Challenges: - Change of leadership - Outstanding registration of the Lotonu'u logo - Constitution etc. To be revived
	viii. Participate and provide sound advice to National Committees on Industrial development issues [NES, WTO, IPC etc.]	viii. Increase participation in various national committee meetings	On-going	IDIP is represented on the following committee's: • NWCTA • PHAMA

				<ul style="list-style-type: none"> • TCM • Forestry Board • CF-MAC • Investment Committee • NECC • Offshore Mineral Committee • Money laundering taskforce • TCRP – Cyclone recovery • TCCP – Climate change and others
	ix. Connecting or linking industry development issues at national level with overall regional or international agreements Samoa is a party to		On-going	Development components: <ul style="list-style-type: none"> i. PACER PLUS ii. PICTA iii. EPA iv. WTO v. etc.
	x. Review sector profiles for two industries	Improved sector performance through investment in these industries	On-going	The review of the services sector profile is progressing
1.3 Facilitating an investment friendly environment	i. Review of investment incentives policies and packages	i. Increase in economic activities and industrial growth	On-going	Existing incentives: <ul style="list-style-type: none"> • Duty Concession Scheme (Hotel and Manufacturing development) • Code 121 • Code 113 (fisheries) • Export Development Scheme • Tax holiday for tourism developments only • Tax credits for tourism

				development only
	ii. Review, research and update investment opportunities to be promoted	ii. Increase registered foreign investments	On-going	FY2014/15 recorded the highest number of registered FIE's since 2000 – 63 FIEs in total
	iii. Aggressive investment promotion campaigns	iii. Increase awareness of Samoa's investment environment i.e. through promotion on website and investment tools	On-going	Financial Constraints Current tools used – newsletter, website
	iv. Provide updated, efficient and effective information to investors	iv. Increase in number of registered foreign investment enterprises	Completed and on-going	Same as ii. and iii. above
	v. Continuous review of foreign investment policies	v. Review of the Foreign Investment Act 2000 and relevant policies and tools on a two-year basis	Completed and on-going	Confirmed review of: Foreign Investment Act 2000 and Foreign Investment Regulations 2011
	vi. Prompt facilitation of foreign investment approvals	vi. A) A new completed FIC application is assessed and finalized within three working days vi. B) A new completed proposal for incentives is assessed and finalized within three working days	Completed and on-going	A) Policy paper (Guidelines) has been reviewed and endorsed by CEO B) Assessment of DCS applications are on time subject to submission of all required information; and revised eligibility criteria (transparent)
	vii. Maintenance of Foreign Investment Database for reporting purpose	Update database and a good filing system in place for obtaining the required information for reporting	Completed and on-going	Back up filing system and a manual database for FIC is in place (the MCIL FIC database crashed)
	viii. Participate and provide sound advice to national forums on investment issues	Increase participation and contribution to national investment forums	Completed and on-going	refer to viii. above

	ix. Facilitation of investment groups	Facilitate programme of appointments and provide packages of information for investment groups	Completed	During the reporting period we have facilitated more than eight groups
1.4 Enhancing effectiveness of market mechanisms and the growth of domestic activities and create a level playing field for all in the domestic market	i. Establishment of Coordinating Unit to lead the implementation of the action matrix	TSM Coordinating Unit resourced and effectively operational within the Plan period	Completed	TCM Unit was established in 2013
	ii. Restructuring of Division to reflect the extent of the mandate administered	Division restructured, resourced and effective operational within Plan period	Completed and on-going	PSC approved the division's new structure in 2015 plus two principal officers to be recruited in FY16-17
	iii. Finalize and implement competition law and policy; awareness-raising campaign undertaken	Law and policy developed, endorsed and implemented; stakeholder consultations and feedback achieved within plan period	Completed and on-going	CCB is now with the Parliament awaiting 3 rd reading. Awareness will be conducted within the 12 months transition period. Implementation will include the establishment of the Competition and Consumer Commission. PSC has already approved a new position – Principal Competition and Consumer Protection Officer
	iv. Finalize and implement the Metrology Act 2015	Metrology Act 2015 implemented; stakeholder consultations and feedback, resourcing achieved and capacity building needs achieved	Completed and on-going	The Act is in a 12 month transition phase– on-going awareness programs for both Upolu and Savaii

	v. Review Fair Trading Act 1998 and develop regulations	Finalize review; implement regulations; undertake awareness-raising campaign. Targets achieved; stakeholder consultations and feedback	Completed and on-going	The Competition Bill covered the review of the whole Fair Trading Act is now in Parliament awaiting the final reading in Parliament
	vi. Establish a small claims tribunal	Time and cost settlements reduced	Not completed	Postpone to next Corporate Plan – will include under the Competition and Consumer Commission
	vii. Effective operation of the Savaii MCIL branch	All Ministry services represented and easily accessible by the public	Achieved	Savaii office continues to facilitate matters relating to the whole Ministry. More staff are required to do the work more effectively
	viii. Establish a Technical Barriers to Trade (TBT) inquiry point	Fully operational and effective TBT inquiry point within plan period	Achieved	WTO Secretariat approved our notification for the FTCD as a National Enquiry Point for TBT in Samoa. Staff training to be funded under the EU assistance
	ix. Seek Samoa's membership in the ISO	Membership achieved within plan period & local products comply with ISO standards	On-going	Partial – liaise with the Private Sector (SAME) – already a member of ISO
	x. Develop legislation on food safety standards and continue promoting HACCP training and ISO certification	Existence of quality and effective regulations and legislation addressing market imperfections	Completed	<ul style="list-style-type: none"> - Food Labelling - Food & Hygiene Standard

	for industry members.			<ul style="list-style-type: none"> - Ava Standard - Eggs Standard - Toy Standard
	xi. Enforce implementation of food and non-food safety standards	Full compliance of traders	Completed and on-going	Fair Trading (Approved Egg Standards) Regulations 2010 was developed and enforced
	xii. Encourage compliance with international standards	Voluntary compliance by companies	Completed and on-going	Continuous liaising with Private Sector/MOH
	xiii. Increase inspection, investigation, monitoring visits throughout the country	Reduction in the number of complaints received Efficiency and effectiveness of administration and monitoring mechanisms	Completed and on-going	90% compliance rate for both Upolu and Savaii. Decrease in the number of complaints
	xiv. Increase promotional programs aim at public awareness of consumer rights and trader obligations	Complaints receive are arbitrated by the Ministry saving costly court proceedings	Completed and on-going	More advertisements on TV/Newspaper, WCRD Workshop
	xv. Provide secretariat services to the Samoa National Codex Committee and the Prices Board	Effective and high quality resolutions achieved	On-going	Facilitating of quarterly meetings
	xvi. Improved collaborative partnership with SROS, NUS, USP-Alafua and line Ministries in ensuring food standards are science based	Enhanced confidence of consumers both locally and internationally in Samoa's manufactured goods	On-going	Eggs Standard Ava Standard, Nonu
	xvii. Develop an e-commerce regulatory framework & regulations	Growth of e-commerce	Not Achieved	Postpone to next Corporate Plan
	xviii. Develop consumer awareness promotional materials	Levels of awareness of consumers and producers enhanced	On-going	Brochures – GPO, No-Refund, Sene Rounding, Traders Guide

	xix. Establish registry of service providers such as mechanics, carpentries, plumbing, vehicle car dealers, electricians, etc.	List of approved accredited by recognized qualification service providers	On going	Undertaken by the AELM and will be included in the new Apprenticeship Database. All qualified tradesmen and service providers
1.5 Encouraging highly skilled local workforce and their full employment	i. Continue to work in partnership with relevant stakeholder and employers	More students joining the Apprenticeship Program. Increased number of graduates under the Apprenticeship Scheme	On-going	
	ii. Establish a centralized unit for better networking of Labour Market Information (LMI)	Increased efficiency and effectiveness for data collection and data analysis	On-going	The LMIS will be online for all employers to access
	iii. Enhance technical knowledge and analytical skills of AELM staff.	New legislation and policy development in place to align our national industry trade standards to regional and international standards	On-going	
	iv. Continue training of jobseekers to increase employability and employment opportunities in the labour market	Increased number of jobseekers referred to industries for employment.	On-going	
	v. Provide training and recruit more ELM staff to ensure timely collection and distribution of required data	Division restructure should be completed according to the plan period.	On-going	
	vi. Continue in promoting awareness of employers, stakeholders and the public re; LMI	Streamlined LMI system and policies	On-going	Training will be provided for ELM staff on the new LMIS database
	vii. Needed commitments and efforts from employers and stakeholders to ensure timely provision of required information	Increased number of half yearly ERS being submitted to MCIL for employment assessment	On-going	
	viii. Continue collaboration with	Increased knowledge and awareness	On-going	

	stakeholders for career awareness	of school leavers and jobseekers regarding employability		
	ix. Align industry training standards with National Competency Standards (NCS) and National Qualifications (NQs)	Apprenticeship Program will be competency based instead of number of years	Not achieved	Postpone to next Corporate Planning period
	x. Eliminate trade testing scheme to lift the standard of the Apprenticeship Scheme by incorporation of National Competency Standards (NCS) under the Apprenticeship Program	Complete review of Apprenticeship Legislation	Achieved	Trading Test scheme was eliminated in 2015 to encourage apprentices to progress to the Apprenticeship Scheme for formal and recognized qualifications
	xi. Continue in promotion the Scheme and maintain good relationship between parties involved.	Enactment of Apprenticeship Act 2012	On-going	
	xii. Terms and conditions of the memorandum of understanding (MOA) to be reviewed.	Complete Review of MOA	Completed	New MOA with the NUSIOT became effective in January 2015
1.6 i) Enforcing labour and employment relations, foreign workers and safe work at the workplace	i. Finalise LER Regulations for approval by Cabinet	i. Regulation approved within 3-12 months	Completed	Cabinet approval in September 2015 of the Labour and Employment Relations Regulations 2015
	ii. Continue training for Labour Inspectors	ii. Weekly training on theory, practical application on all facets of roles, duties, responsibilities, obligations, research, investigative skills, interview, public relations skills, confidentiality and report writing	Completed and on-going	Have had a few training conducted by ILO/TA to improve capacity of Labour Inspectors: 1. International Labour

				Standards & Reporting Obligations Training 2. Labour & OSH Inspection Foundations Skills Training Programme 3. WTO E-Learning opportunity for staff 4. On the job learning – Succession Planning
	iii. Seek Cabinet approval of Directors for LER Bill		Achieved	Cabinet approval in September 2015 of the Labour and Employment Relations Regulations 2015
	iii. To mobilise mass-media to promote public awareness programs of labour and employment relations and to promote sound industrial relations at the workplace and strengthening the capacity of industrial actors	Translate the information into simple English and Samoan Language. Engage a quality video producer to film, edit and produce ads for mass media. Use current labour inspectors as actors to also build and strengthen their capacity	Completed and on-going	OSH video complete using current labour inspectors
	iv. To organise seminars and workshops to apply key ILO LER instruments in Samoa workplaces	Plan to ratify Labour Inspection Convention together with the Labour and Employment Relations Regulations 2015	Not complete	This is the next step once the National OSH Policy Framework is completed
	v. Continue collaboration with ILO for technical assistance in the future	International technical cooperation with Pacific, ILO and other partners enhanced strategically LER Framework	On-going	IROSH from time to time seek assistance of the ILO Coordinator on work

		plan supported through international technical cooperation		required to be undertaken i.e. ILS Reporting / SNTF etc.
1.6 ii) Improve labour and employment relations inspection and compliance with the Labour and Employment Relations Act and Regulations	i. Legal powers and roles of inspectors clarified. Recruitment, salary grading and training systems of inspectors established. Inspection means and reporting formats improved	Need to conduct a comprehensive Job Analysis for the whole Division by the end of November 2012 Possible creation of four Units within LER: <ul style="list-style-type: none"> (1) Industrial Relations Mediation and Grievances in Small to Medium Enterprise & Corporations (2) Industrial Relations Disputes and Conciliation in Small to Medium Enterprises and Corporations; (3) International Relations, Research and Report Writing of Ratified and Un-Ratified Conventions; (4) Employment Permits and Assessments 	On-going	A review of the IROSH divisional structure review was undertaken and approved by PSC in July 2015 1. Industrial Relations Unit <ul style="list-style-type: none"> a. Working Terms and Conditions b. Employment Permits 2. Occupational Safety and Health Unit <ul style="list-style-type: none"> a. Private Sector b. Ministries / SOEs
	ii. To extend inspections in more workplaces in SOEs, agencies and private sectors in particular small and medium enterprises	More routine inspections on non-complying employers	On-going	
	iii. To develop and implement annual inspection plans which are achievable by using available resources to identify	Recruit more Labour Inspectors but continue works of inspectors by zones	On-going	PSC approved a Principal OSH Ministries and SOEs,

	priority industries. To review and analyse inspection results annually			allowing MCIL to be more proactive in the implementation of relevant legislation. Priority areas are identified based on industries where reported accidents occur, and based on data recorded for non-compliance. For example, Construction and Manufacturing are high risk for accidents to take place – therefore priority area.
	iv. To develop investigative reporting format of arbitration cases and ensure that all employers know it through labour inspection and campaign activities. To establish and implement investigation procedures by inspectors referring to ILO Convention number 81	Continue promoting of Labour Legislation to eliminate complaints against working conditions	On-going	First draft of IROSH procedure manual complete. This details steps and action to undertake for all necessary work of IROSH, including conducting investigations/inspections
1.6 iii) Promote LER activities by Employers and Workers Organisations	i. To link LER activities to productivity enhancement and other management goals. To introduce ILO LER instruments and guidelines for businesses. To organize LER seminars to meet employers' needs	Propose training implemented once the LER Bill pass by the Parliament	Completed and on-going	IROSH have undertaken one on one awareness/presentations of the labour laws, and undertaken consultative approach in holding public awareness forums
	ii. To train trade union LER trainers and	Propose training implemented once the	On-going	These can be done on a one-

	assist trained trade union trainers in organizing LER activities	LER Bill pass by the Parliament		on-one basis. The establishment of the SNTF in the LERA 2013 contribute to this activity where constituents have the opportunity to discuss matters relating to employees and employers
	iii. To plan and implement joint LER campaigns and training activities and to reflect workers' and employers' views to national LER policy developments	Propose about 20 collaboration with Employer –worker on LER policy development until LER Regulation is completed	On-going	Consultations undertaken with all relevant stakeholders
1.6 iv) Develop and Enhance processes and systems on the Approvals of Work Passes for Foreign Workers	i. To develop processes and systems for the granting of three categories of Work Passes for Foreign Workers: Professionals (PWP) – qualified professional qualifications; Trades (TWP) – qualified tradespersons qualifications and Domestic Work (DWWP) – restricted	Revise, refine and review electronic processes and procedures to meet two week turn-around point	On-going	Current process takes 5 – 10 working days depending on the ability of the applicant to provide all necessary documents for assessment. Developed FEEP procedure guideline for effective and efficient services
	ii. To organize seminars and orientation programs for foreign workers of their rights to organize and bargain collectively and upholding decent working conditions	Include as part within the LER Regulations	On-going	This is inclusive in consultations undertaken during the review of the LERA and OSH Regulations

	iii. To advocate and share information on the promotion of freedom of association and collective bargaining	Public awareness and consultations to be conducted to both foreign workers and employers	On-going	Public forum conducted in February 2015 for non-citizens to clarify their obligations under the relevant legislation governing their operations
1.6 v) Strengthen national occupational safety and health systems	i. To develop national policies on inspection and construction safety as a priority. To use ILO conventions on Labour Inspection Convention (no.81) and Safety and Health in Construction (no. 167) as Guidelines. To identify other priority OSH areas for strengthening legal framework	Need to ratify Safety and Health in Construction (no. 167) and Promotional Framework for OSH Convention (no. 187) or ILO guidelines on OSH Management Systems (ILO OSH 2001)	Completed and on-going	This is done during inspections and the undertaking of monitoring and evaluation
	ii. To strengthen reporting mechanisms and information sharing systems for effective OSH administration. To train labour inspector staff on OSH legislation and practices	On-going training for the new recruited inspectors. Collaboration to create more training and information sharing opportunities, Continue with the investigations of work accidents and advise on preventive measures	Completed and on-going	Training have been held to strengthen knowledge of labour inspectors on interpretation of legislation, policies reviewed, improve dialogue with employers and employees (refer to comment 1.6 (ii))
	iii. To discuss with the tripartite representatives the establishment of the National Tripartite OSH Council and appoint Council members. To official recognize the Council as the high level OSH advisory body to the Government	National Tripartite OSH Council established and functioning	Not Achieved	Reason being SNTF currently discuss all matters pertaining to employment, safety and wellbeing of workers and employers Possibility to remove this

				activity
	iv. To annually organize National OSH Day on 28 April in line with ILO's World Day on Occupational Safety and Health at the Workplace. To promote public, SOEs and private sector participation to National OSH Day. To mobilize mass-media promotion in OSH good practices in the workplaces. To publish easy-to-read OSH materials in English and Samoan and upload on the Website	Continue commemorating this annual event, Continue reprinting and reviewing of current brochures, continue something different such as TV or radio talk show	On-going	On-going event
	v. To organize seminars and workshops to apply key ILO OSH instruments in workplaces in Samoa	Continue on commemorating the World OSH Day every year as well as promoting Occupational Safety and Health through Awareness programmes	On-going	On-going event
	vi. To hold regulation coordination meetings to exchange experiences and promote joint programs. To organize joint events such as seminars and workshops			On-going work but no performance measure to assess achievement of strategy
	vii. To identify successful examples in international technical cooperation from past experiences and on-going programs. To actively participate in the Pacific and present OSH achievements in Samoa			On-going work but no performance measure to assess achievement of strategy
1.6 vi) Implement special programs for	i. To develop new Guidelines on OSH in Construction and to strengthen labour	i. New guidelines in Construction are enacted and included in new OSH Bill	On-going	First draft National OSH

hazardous occupations	inspection in construction sites as a priority. To apply ILO safety and Health in Construction Convention (no. 167)	and Regulations 2010. Strategic inspection plans for construction are developed and implemented		Policy in progress
	ii. To select high risk construction workplaces, assess safety and health risks, and design improvement programmes. To train workers and employers in construction about OSH improvement measures	ii. Government action program in OSH in Construction is developed. Employers and Workers in Construction trained about practical construction measures	On-going	First draft National OSH Policy in progress
	iii. To collect information through the public, SOEs and private agencies on high risk occupations and map them out. To examine safety, health risks through the labour inspectors. To take necessary measures including banning of such high risks activities or enforcing specific measures to reduce risks	iii. High risk workplaces clarified and appropriate protection measures taken. These workplaces inspected regularly by labour inspectors	On-going	First draft National OSH Policy in progress
1.6 vii) Extend OSH protection to small – medium enterprises and rural and informal economy workplaces	i. Develop a National Framework of Risk Management of OSH within MCIL first Use as a Model for all employers		On-going	First draft National OSH Policy in progress
1.6 viii) Promote collaborative actions with hazardous child labour and HIV/AIDS for stronger compliance	i. To map out workplaces where child workers between 16-18 years' work. To apply the existing list of hazardous child labour that needs prohibition or strong protection measures. To link OSH activities to ILO IPEC (International Programme on the Elimination of Child Labour) projects. To develop practical OSH measures for child workers to	Child Labour under 16 years of age eliminated. Child workers between 16-18 years old protected and their safety and health risks adequately managed. Action oriented training programs and other protection measures for child workers developed and implemented	On-going	First draft National OSH Policy in progress

	protect them from accidents and injuries. To strengthen existing child labour monitor networks for stronger protection			
	ii. To establish Tripartite Coordination Committee with a mandate to promote the implementation of the OSH Framework Plan in HIV/AIDS	TCC establish and function. OSH Framework Plan monitored and evaluated	Not Achieved	OSH Policy Framework in progress
1.6 ix) Improve safety and health inspection and compliance with the OSH Law	i. To review and analyse current situations of inspections in SOEs, Agencies and the private sector. To prepare technical guidelines for effective inspection. To upgrade inspection means. To improve inspector recruitment systems and training programmes	Legal powers and roles of inspectors clarified. Recruitment, salary grading and training systems of inspectors established. Inspection means and reporting formats enhanced	on-going	This is part of our everyday work through our issues and advise role, facilitating grievances etc.
	ii. To extend inspections in more workplaces in particular to small and medium enterprises and home workplaces. To review past achievements and good practices to reach home workplaces and use these experiences for planning inspections	Select small to medium enterprises workplaces for inspection, and enhance action plans to increase coverage	On-going	Part of our on-going routine inspection role, and M&E function
	iii. To develop and implement annual inspection plans which are achievable by using available resources to identify priority industries. To review and analyse inspection results annually	Conduct Job Analysis for OSH section to include an ACEO for OSH	Not Achieved	This should be a whole Ministry review and direction of IROSH to be determined by CEO
	iv. To develop accident reporting formats and ensures that all employers know it through labour inspection and	Ensure that ACC office continues to work together with the Ministry on claims of accidents and injuries at the	Achieved	Monthly notice is provided by ACC on number of accidents reported to them

	campaign activities. To establish and implement accident investigation procedures by inspectors referring to ILO Convention number. 81. To collect and analyse accident information and publish injury statistics. To cooperate with the Accident Compensation Corporation (ACC) to ensure that injured workers can get adequate compensation	workplace Different workplaces for instance those working on a ship, the workplace is on the ship		
1.6 x) Promote OSH activities by Employers and Workers Organisations	i. To link OSH activities to productivity enhancement and other management goals. To introduce ILO OSH instruments and guidelines for businesses. To organize OSH seminars to meet employers' needs	Knowledge, skill and practice of OSH by Samoan Employers increased. OSH action plans developed by employers and their organizations	Achieved	OSH Regulations approved in 2014 and Labour and Employment Regulations in 2015 – both have taken into account specific instruments and guidelines of ILO OSH
1. 7 i) Enhance systems and procedures for registration and maintenance of different Registries	i. Establishment and implementation of the electronic registry of companies	i. Reduction in the number of days to carry out registration of companies ii. Ease of access of doing business in Samoa iii. Strengthen compliance of Companies with the provisions of the Companies Act iv. Improved policies to access credit v. Assist individuals and businesses to easily access credit vi. Reduction in time for carrying out the filing process	Achieved	E-Registry for Companies was launched in 2013
	ii. Enforcement of the new Personal Properties Securities legislation		Not achieved	Waiting on the Asian Development Bank (ADB) to upgrade current online Company Registration System to cater for Registration of Private Properties and Securities and other Legal Entities. This should be done in 2016, RCIP working with ADB –

		vii. Reduction in the time taken to register a mark		PSDI to achieve this.
	iii. Implementation of the electronic registry of Personal Property Securities	viii. Expedient search of the Trademark Register	Not achieved	Waiting on ADB to upgrade current online Company Registration System to cater for Registration of Private Properties and Securities and other Legal Entities. This should be done in 2016, RCIP working with ADB – PSDI to achieve this.
		ix. Increase in the number of patents, trademarks industrial designs, plant varieties from local creators and proprietors are filed for registration		
		x. Reduction in the production and sale of pirated and counterfeit goods		
		xi. Reduction of infringement of IP rights		
	iv. Implementation of the Intellectual Property Automated System (IPAS) for registration of trademarks	xii. Up to date Registers	Partial	Database in place but only accessible internally. Need fine-tuning before it can be made available to the world
		xiii. Expeditious removal of defunct entities from these Registers		
	v. Prepare, coordinate and conduct regular training and awareness programmes for stakeholders on new electronic registry systems and revised procedures for registration of companies, personal properties and trademarks that will be implemented	xiv. Increase in the number of registration of legal entities located in Savaii	Achieved	
		xv. Increase number of IP created and filed by the creators and proprietors in Savaii		
	vi. Review and amend legislation on Credit Unions, Charitable Trusts and Cooperatives accordingly	xvi. Effective and efficient implementation of systems for registration of new types of IP such as GI, service marks, plant varieties etc.	Credit Union – completed	
		xvii. Recruitment of Registry officers to man the RCIP unit in Savaii		
			Charitable Trust – not	

		viii. Recruitment of officers to enforce compliance with the statutory obligations mandated under the 22 different pieces of legislation administered by the Registries division	completed Cooperatives – not completed	
	vii. Implement a unit of the Registries division in Savaii		Not completed	Yet to implement a unit in Savaii E-Registry Companies database installed in the Savaii office for ease of access by clients
	viii. Carry out a restructure of the division to provide additional required staff for both the main office and the RCIP unit in Savaii		Not completed	To be approved by PSC
1.7 ii) Ensure the full protection of rights of intellectual property creators and proprietors	i. Carry out vigilant enforcement of the Intellectual Property Act 2011	i. Increase in the level of compliance with statutory requirements	Achieved	
	ii. Increase the number of inspections and ensure full investigation of any known cases of infringement and piracy	ii. Reduction in infringement of IP rights	Achieved	
	iii. Prepare documents for prosecution of intellectual property (IP) infringers	iii. Increase in the number of IP infringement cases adjudicated	Achieved	
	iv. Continue to undertake training and awareness programmes for creators, owners and users of IP	iv. Increase in the number of registration of different IP's created nationally	Achieved	
	v. Continuous implementation of the National IP Strategy	v. Reduction in the number of unauthorised users of IP	Achieved	
	vi. Assist in the drafting of the IP	vi. IP will be used as a tool for economic development	Achieved	
		vii. Work in collaboration with businesses to develop IP assets	Achieved	

	Regulations to complement the IP Act 2011	viii. Preparation of forms to be used for registration and maintenance of different types of IP. Prepare a fee schedule		
	vii. Prepare and carry out relevant training and awareness programmes, appropriate activities for different targeted groups to celebrate the World IP day annually	ix. Identify relevant issues to be incorporated in the Regulations	Achieved	
	viii. Liaise with WIPO on development of IP issues	x. Increase awareness of different groups such as students, manufacturers, authors of different works of IP rights associated with their creations	Achieved	
	ix. Compile and analyse data on IP for policy making purposes and submit to WIPO and other international organisations as and when required	xi. Enhanced systems for protection of IP rights	Achieved	
	x. Continue to update the data on copyrighted works submitted	xii. Effective and efficient implementation of Registers of Plant Varieties, GI's etc.	Achieved	
	xi. Implement the Copyright Management mechanism	xiii. Enhanced knowledge of staff on Berne and TRIPS implementation	Achieved	
	xii. Carry out a restructure of the division to provide additional required staff for both the main office and the RCIP unit in Savaii	xiv. Establish and implement a legal framework and systems for protection of TK, Genetic Resources and Expressions of Cultural heritage xv. Accede to WIPO treaties relevant for Samoa xvi. Establish a mechanism for payment of royalties xvii. Recruit technical staff required to implement effectively systems for registration of new types of IP such as GI, service marks, plant varieties etc.	Not Achieved	

		<p>xviii. Effective implementation of new enforcement provisions under the IP Act 2011</p> <p>Improved compliance with the enforcement of statutory obligations mandated under the 22 different pieces of legislation administered by the Registries division</p>		
1.7 iii) To build and enhance Capacity and develop further the skills of staff of the Registries division	i. Conduct training of staff on new electronic registry systems and revised procedures for registration of companies, personal properties securities and trademarks that will be implemented	<p>Efficient and effective implementation of new electronic registry systems for companies, trademarks and personal properties securities</p> <p>Up to date data is readily available</p>	Achieved	
	ii. Participate in training, workshops and seminars conducted by the WIPO, and other international organisations or advanced IP offices abroad that offers programmes on IP, Companies Registrations, inclusive of other legal entities	<p>Acquired and/ or enhanced knowledge and skills to perform diligently the various registry functions</p> <p>Effective and efficient implementation of Registers of Plant Varieties, GI's etc.</p>	Achieved	
	ii. Source and participate specialised training in the area of trademarks, patents and industrial designs examinations etc.; for staff to attend	<p>Improved examination of marks, patents, industrial designs, plant varieties etc.</p> <p>Increase in the number of trademarks examinations carried out on a timely basis</p> <p>Increase in the number of trademarks opposition cases settled</p>	Achieved	

KRA 2: Our Clients/Partners: enhance clients’/partners confidence by ensuring our dealings are professional, timely and accountable

Objectives	Strategies/Activities	Performance Measure	Current Status	Comments
2.1 enhance effective dialogue/engagement with clients/partners to achieve expected outcomes,	<ul style="list-style-type: none"> develop tools to engage more with partners and get their feedback on Ministries services, 	<ul style="list-style-type: none"> Annual partnership engagement survey, Suggestion box to be set up at the Ministry premises, Annual review of the Service Charter, Conduct annual customer service refreshers with staff, 	Achieved	We have a suggestion box to gauge clients’ feedback on our service. We complete an annual review of the Service Charter as well as customer service refreshers
2.2 Enhance mutual understanding and maintain partnership with the private and public sector	<ul style="list-style-type: none"> Develop a communication plan for the Ministry 	<ul style="list-style-type: none"> Revamp website with a new branding strategy/theme to be used across all divisions of the Ministry for publications such as letterheads, email signatures, e-newsletters and other awareness and outreach programmes. 	On going	Revamp of website in progress to be launched in February 2016. New letter head on all publications and email standard signatures completed. E-newsletter on a quarterly basis
2.3 develop evidence based “better practices” guides aimed at improving service delivery, develop evidence based policies aimed at improving service delivery	<ul style="list-style-type: none"> Develop evaluation forms for meetings 	<ul style="list-style-type: none"> Partner engagement survey, Feedback forums/surveys, Evaluation surveys during trade shows, career days and other awareness activities, 	On going	Evaluation forms are used by most divisions before and after workshops and awareness

KRA 3: Our Ministry Capability: continuously improve our overall performance through service delivery by monitoring and evaluating results/achievements and creating opportunities that lead to innovative solutions

Objectives	Strategies/Activities	Performance Measure	Current Status	Comments
3.1 continuous improvement for an efficient and effective performance/service delivery	<ul style="list-style-type: none"> Implement division performance targets/reviews through the annual budget process, Implement staff performance targets and reviews Conduct annual training needs surveys 	<ul style="list-style-type: none"> Divisions to provide timely budget/performance planning, All staff to have annual performance targets and results/reviews, Implement at least four priority training identified by staff, 	<p>On-going</p> <p>On-going</p>	<p>100% of staff have annual performance plans.</p> <p>ICT analysis conducted on an as needs basis and requests from staff and divisions</p> <p>All staff attend relevant capacity building workshops and training</p>
3.2 apply risk Management framework to all key activities	<ul style="list-style-type: none"> Develop/Implement risk management plan for the Ministry, Develop a business continuity guide, Formulate a disaster recovery plan for the Ministry 	<ul style="list-style-type: none"> Implement changes required to address high priority risk areas for the Ministry, All staff are aware of business continuity plan incorporating disaster recovery plan for Ministry Information 	Partial	Task is given to Internal OSH committee to develop a Disaster Response Plan for the Ministry to include business continuity in times of disasters
3.3 Sound financial performance and Management	<ul style="list-style-type: none"> Accurate Financial reports provided on time 	<ul style="list-style-type: none"> Reports provided to managers at least monthly with recommendations, Close monitoring of division budgets and make timely recommendations on options for utilisation of resources, Strengthen internal controls and enhancing staff understanding of their purpose 	On-going	<p>Monthly financial reports are sent to management with analysis and recommendations.</p> <p>Continuous monitoring of division budgets are done by Finance/Accounts</p> <p>Includes strengthening sustainable internal control and governance framework to ensure MCIL system withstand scrutiny</p>

KRA 4: Our People: to have staff with appropriate skills who can be managed, valued and committed to the Ministry's purpose

Objectives	Strategies/Activities	Performance Measure	Status	Comments
4.1 strategically focused and effective leadership and management,	<ul style="list-style-type: none"> Managers make timely review of results of staff surveys 	<ul style="list-style-type: none"> Managers to agree, address and implement at least 2 issues on each annual staff survey 	On-going	Once individual work-plans in place then a better monitoring and evaluation of staff achievements and results.
4.2 Staff who are qualified, skilled and experienced for their role and future services challenges,	<ul style="list-style-type: none"> Managers to encourage staff planning, setting performance targets, divisional training/refreshers Implement an improved documentation system/information management system through a document workflow process design and procedures Managers to encourage staff to become innovative in providing solutions to problems, Implement 	<ul style="list-style-type: none"> Staff to have annual performance targets, <p>Divisions to have documented workflow processes and procedures,</p> <ul style="list-style-type: none"> At least 75% of Action plans outlined in the Ministry workforce plan are implemented 	Completed and on-going	<p>100% implement staff PAS and develop performance targets based on job descriptions</p> <p>Have yet to document workflows and processes in one manual. RCIP have one in place to be reviewed. IRWPOSH in draft form, IDIPD – to be reviewed.</p> <p>Divisional managers to implement the Workforce Plan and identify other professional development for staff</p>

	workforce plan			
3.3 Develop a culture of safety, quality, innovation and high performance.	<ul style="list-style-type: none"> Managers to deliver on-going internal training with staff within and across divisions, Staff are able to work as a team not only within their own divisions but also across other divisions. 	<ul style="list-style-type: none"> Staff are able to fully understand the different roles of each division/linkages and how they work across the Ministry, Staff are able to engage with other divisions through knowledge sharing or refresher training at least three times a year. 	On-going	Weekly knowledge sharing are conducted for staff, divisional training and mentoring within team