



Government of Samoa

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

# MCIL Corporate Plan

***July 2012-June 2016***

LEVEL 3 & 4, ACC BUILDING, APIA, SAMOA

UPOLU: TEL: (685) 20441 / 20442 FAX: (685) 20443 EMAIL: [MPAL@MCIL.GOV.WS](mailto:MPAL@MCIL.GOV.WS)

SAVAII: SALELOLOGA MARKET, TEL : (685) 51134 EMAIL: [MCILSAVAII@MCIL.GOV.WS](mailto:MCILSAVAII@MCIL.GOV.WS)

WEBSITE: [WWW.MCIL.GOV.WS](http://WWW.MCIL.GOV.WS)

<b><u>TABLE OF CONTENTS</u></b>	<b><u>PAGE:</u></b>
<b>FOREWORD</b>	
<b>Message from the Deputy Prime Minister and Minister for Commerce,     Industry and Labour, Honourable Fonotoe Nuafesili P. Lauofo</b>	<b>3</b>
<b>Message from the Chief Executive Officer of the Ministry of Commerce,     Industry and Labour, Afioga Auelua Samuelu Enari</b>	<b>4</b>
<b>1. Introduction</b>	<b>5</b>
<b>2. Our Corporate Plan 2012-2016</b>	<b>5</b>
<b>3. Our Vision</b>	<b>5</b>
<b>4. Our Mission</b>	<b>5</b>
<b>5. Our Mandates</b>	<b>6</b>
<b>6. Our Values</b>	<b>6</b>
<b>7. Our Key Result Areas</b>	<b>6</b>
<b>KRA 1: Our Services</b>	<b>6</b>
<b>KRA 2: Our Clients/Partners</b>	<b>7</b>
<b>KRA 3: Our Ministry Capability</b>	<b>7</b>
<b>KRA 4: Our People</b>	<b>7</b>
<b>8. Review of 2010-2012 Corporate Plan</b>	<b>7</b>
<b>Annex 1: MCIL Objectives and Strategies/Key Results Areas 2012-2016</b>	<b>11</b>
<b>Annex 2: MCIL Corporate Plan 2010-2012 Results/Review</b>	<b>25</b>
<b>Annex 3: MCIL Legislations as at September 2012</b>	<b>51</b>



**Photo: MCIL Consultation Workshop Participants: 14 November 2012, DBS Conference Room.**



Honourable Fonotoe Nuafesili  
P. Lauofo

**FOREWORD:**

**Message from the Deputy Prime Minister and Minister for Commerce, Industry and Labour: Hon Fonotoe Nuafesili P. Lauofo:**

I am happy to present this Corporate Plan of the Ministry of Commerce, Industry and Labour which sets out in detail key strategies to implement and support the priorities articulated by the Government in its “Strategy for the Development of Samoa (SDS) 2012-2016” relevant to the Ministry and Business Sector.

I trust that the Ministry’s Stakeholders and those interested in the work of the Ministry and Business Sector will find this Plan useful.

A handwritten signature in blue ink, appearing to read 'F. Lauofo'.

Hon Fonotoe Nuafesili P. Lauofo

**DEPUTY PRIME MINISTER and  
MINISTER FOR COMMERCE, INDUSTRY AND LABOUR**



*Afioga Auelua T. Samuelu Enari*

**Message from the Chief Executive Officer of the Ministry of Commerce, Industry and Labour, Afioga Auelua Samuelu Enari.**

I am pleased to introduce to our partners and stakeholders the Ministry's Corporate Plan for 2012-2016. This plan documents also the Ministry's achievements over the previous 2 year corporate planning period. Of primary importance over the 2010-2012 period is the reforms that were carried out to revisit the validity and relevancy of the Ministry's 39 legislation to align them with internationally accepted standards, acceptable also within the World Trade Organisation.

The Ministries objectives over the next 4 years will involve the continuation of its facilitation and regulatory role not only to embrace the development of the private sector as the engine of growth for Samoa's economy but that it contributes to creating better quality of life for its people. The Ministry believes in the value of Public Private Sector Partnerships (PPP) to spearhead the growth of Samoa's economy. To achieve the overarching objective of our Ministry, we will continue to strengthen our institutional management framework of systems (including legislature) and processes to ensure that its functions are more accountable and transparent and that it facilitates the needs of our key stakeholders, the private sector. We are also to utilise this **Corporate Plan as the Operational Plan for our recently launched TCMP 2012-2016.**

This year, we've taken a slightly different approach in the formulation of our Corporate plan, taking a full circle approach with the development of our result areas, so we not only look at ourselves internally and how we implement our legislation, but we also look at the role of our partners and their expectations of us. Our **key result areas are therefore our Services, our clients/partners, our business capability and our people.** We hope to continue looking at areas to improve our services (administering of the various legislation )to the private sector and the public, we will enhance our clients/partners confidence by ensuring our dealings are professional, timely and accountable, we will continuously improve our overall performance through service delivery by monitoring and evaluation, results achievements and creating opportunities that lead to innovative solutions and ensure that our staff have the appropriate skills. I acknowledge that our key resource is our staff, and that they need to be given the full attention to be in the best position to serve in the facilitation and administration of our various legislation. Legislations will not happen if we do not equip our staff to fully implement them, and this will certainly have an impact on our private sector partners.

I am grateful and place high value on the inputs provided by our partners and stakeholders during our consultation for this plan, and trust that we can continue our Public – Private Sector Partnership to deliver the vision of the Ministry to fully support the development of commerce, industry, labour and registration of companies and intellectual properties in Samoa. I believe this will ultimately lead to the achievement one of Governments **Key Outcome 5: Enabling environment for Business Development as reflected in the SDS 2012 – 2016** which ultimately requires our Ministry's leadership in driving this agenda and working together with all of the private sector. I very much look forward to the implementation of this plan.



Auelua T. Samuelu Enari  
**CHIEF EXECUTIVE OFFICER**

### **1. INTRODUCTION:**

To develop this key strategic document for the Ministry of Commerce, Industry and Labour (Ministry), a review of its previous plan was necessary to form the basis for direction of its key activities under its various mandates over the next four (4) years. The essence inherent in this process is to document successes and achievements, identify shortfalls and gaps, building on those achievements and to continue with what remains to be achieved and realign where new strategies make them necessary. This would ultimately provide the means that the Ministry would explore to harness linkages of its responsibilities with that of the Government's new Strategy for the Development of Samoa (SDS) 2012 - 2016 where key priorities have already been identified by Government for the next 4 years. From the new SDS, one priority area relating directly to this Ministry's mandates i.e. **Priority area 1: Key Outcome 5: Enabling environment for business development**. Other areas where the Ministry's support will be vital for the national planning document is on **Outcome 1: Macroeconomic Stability & Outcome 3: Revitalised exports**. Efforts have thus been made by the Ministry to include strategies in this corporate plan to achieve those national outcomes as well as those reflected in the **Trade, Commerce and Manufacturing Sector plan (TCMSP)** for which this Ministry plays a coordinating role. With legislative reforms well under way and completed, the next four (4) years will see the Ministry strengthening of the administration and enforcing compliance of the business community. It will also look at ways to facilitate business approval processes, eliminate bureaucracy as Samoa moves to embrace the open competitive marketplace and membership of the WTO, the Ministry considers the importance of ensuring full support is provided to the business community in facilitating an enabling environment for business development of the private sector as the engine of growth. Through the TCMSP, efforts will be directed at fostering greater partnership with private sector (PPP) businesses and organisations in boosting productivity for sustainable development.

### **2. OUR CORPORATE PLAN 2012-2016:**

The Ministry of Commerce, Industry and Labour plays an important role in fulfilling the vision of the SDS and utilise TCMSP as the catalyst that would propel development, create employment and reduce hardship through stimulating production and value added processing. In delivering this, the Ministry will also make a careful analysis of its organisation structure, to suit the requirements of its legislative reforms, to ensure it promotes inclusive growth, enhance public sector efficiency and improve economic competitiveness. The Ministry places high value on its key resource, its staff in delivering those outcomes and priorities. It will look at ways of building staff confidence and enhancing their understanding through nurturing and capacity building, to get a greater appreciation of their role in facilitating private sector growth. Improved service delivery will be of utmost importance to create a more Public private sector partnership that can produce results and provide improved quality of life for all.

### **3. OUR VISION:**

**TO SUPPORT GOVERNMENT'S VISION TO LEAD AND EXCEL IN THE PROVISION OF QUALITY  
SERVICE TO FOSTER ECONOMIC GROWTH FOR ALL**

### **4. OUR MISSION:**

**To provide an enabling legal environment for the development of the private sector to stimulate investment, industry development to boost productivity, fair trade competition, create full employment of local workforce and highly qualified trades people, generate more work opportunities encompassing temporary movement of natural persons, improve safe work environment, increase innovation and registry integrity in Samoa.**

## **5. OUR MANDATES:**

The Ministry's mandates contained in the 39 legislation provide its key responsibilities in support of the Government's national development agenda as highlighted in the SDS 2012-2016. Annex 2 provides the list of these legislation. Recent reviews have taken place to update and reform the various Ministry Legislations to comply with the global business demands including the accession of Samoa to the WTO. These reviews will be ongoing for the corporate planning period to bring up to date the various legislation governing Samoa's business environment. 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 fair level playing field in all trade,
3. Administers the Apprenticeship Scheme, Employment Services, conducting of labour market surveys, collection and dissemination of Labour Market information,
4. Promote and enforce labour and employment relations, foreign worker employment and occupational safety and health,
5. Manage the registries of companies and other legal entities and enforces statutory obligations. Management of IP registers and protection of rights of IP holders.

## **6. OUR 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:

- Honesty – we value honesty in the way we perform our duties of service to the public,
- Impartiality – we value impartiality by treating our stakeholders equally and fairly maintaining political neutrality,
- Service and Commitment – we aspire to provide a service that is unconditional with a commitment to satisfy our client needs,
- Respect and empathy – we respect the thoughts, feelings and concerns of others and seek first to understand than to be understood,
- Transparency and 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 and effectiveness – employment of resources to achieve results of value to the public in the most economical way.

## **7. OUR KEY RESULT AREAS:**

The Ministry's key result areas (KRA) to support the implementation and achievement of its vision and mission are as follows:

**KRA 1: Our services**

**KRA 2: Our clients/partners**

**KRA 3: Our Business Capability**

**KRA 4: Our People**

These KRA contains a number of objectives for our Ministry to focus on over the next four years. Strategies or activities have been articulated that will help the Ministry in delivering upon those objectives.

### **KRA 1: Our Services:**

- 1.1. Provide appropriate policy advice to the Minister of Commerce, Industry and Labour on all areas of the Ministry's mandate,
- 1.2. Provision of an efficient and effective secretariat and administrative support to the Minister,

- 1.3. Providing a high level of industry development and facilitating an Investment friendly environment,
- 1.4. Enhance effectiveness of market mechanisms and growth of domestic activities and create a level playing field for all in the domestic market,
- 1.5. encouraging highly skilled local workforce and their full employment,
- 1.6. enforcing labour and employment relations, foreign workers and safe work at the workplace,
- 1.7. Enhance systems and procedures for registration and maintenance of different registries, ensuring full protection of rights of intellectual property creators and proprietors.

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

**Objective 2.1:** enhance effective dialogue/engagement with clients/partners to achieve expected outcomes,

**Objective 2.2:** Enhance mutual understanding and maintain partnership with the private and public sector,

**Objective 2.3:** develop evidence based policies aimed at improving service delivery and

**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:

**Objective 3.1:** continuous improvement for an efficient and effective performance/service delivery

**Objective 3.2:** apply risk Management framework to all key activities

**Objective 3.3:** Sound financial performance and Management

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

**Objective 4.1:** strategically focussed and effective leadership and management,

**Objective 4.2:** Staff who are qualified, skilled and experienced for their role and future services challenges,

**Objective 4.3:** Develop a culture of safety, quality, innovation and high performance.

## **8. REVIEW OF 2009 - 2012 CORPORATE PLAN**

The following were some key achievements for the Ministry over 2009 – 2012 Corporate Planning period:

**Industry Development and Investment Promotion:** Notable increases were registered in the utilisation of the various schemes administered by the Ministry in all different industries. These assistances include the ***Duty concession Scheme (DCS), Code 121 (under the Customs legislation) as well as the Private Sector Support Facility (PSSF)***. This is a result of continuous reviews of policies, guidelines and benchmarks aimed at streamlining processes to allow easier access by private sector of these assistance programmes. Success in utilisation of these schemes by private sector is attributed to ongoing awareness including publications made in the print media, as well as participation and presentations in private sector activities including for instance the Chamber of Commerce and SAME monthly meetings and SBEC Open day events. Efforts were also made to review the ***Trade, Commerce and Industry Board membership*** with a clearer mandate and ensure that it is an effective means by which private sector and Government can have an open dialogue on issues that relate to facilitating the growth of the private sector. ***An Advisory committee was also established to look at issues to do with Foreign Investment Legislation.*** Review and research were also carried out including the ***revival of the Export Development Scheme (EDS)*** formerly known as the Governments Export Guarantee Scheme (GEGS)

which operates under the Public Finance Management Act. This is in itself is a case in point of the partnership/cooperative efforts by Government Ministries aimed at facilitating the needs of the private sector. Other policy reviews on these schemes include the inclusion of capital items under the framework for eligibility criteria's under the PSSF facility. The Ministry has also seen an increase in the number of assistance required by the private sector to enhance and improve their compliance with International Standards as some of the assistance provided under the PSSF were for this purpose. With WTO, efforts by some private sector to explore international standards for their processes and products is important to facilitate access/export of their products to overseas markets. **An 18% increase was recorded for Foreign Investments** registering in Samoa over the period. Resources were also utilised for reviewing the promotional tools for investment including the Investment guide 2012, **National Investment Policy statement (NIPS-Inv)** which were published and circulated to all stakeholders including overseas. Processes for registration for **Foreign Investment Certificate (FICs)** were also mainstreamed with a target 3 working days for processing. Six investment groups were facilitated over the 2 year period. Over the period, the Government through the Ministry continued to provide assistance in the form of grant to the private sector organisations such as Women in Business Development Incorporated (WiBDI), Samoa Chamber of Commerce, Samoa Association of Manufacturers and Exporters, Samoa Hotel Association, Samoa Mamanu designs and Samoa Crops Cooperation.

**Level Playing field for traders and consumers:** Various consultations and arrangements were made for the formulation and finalisation of the **Trade, Commerce and Manufacturing Sector Plan (TCMSPlan)**. By May 2012, with the assistance of a select Steering Committee made up of Government, private sector and donors, the TCMSPlan was launched. A consultant (with the assistance of the Pacific Islands Forum Secretariat and Commonwealth Secretariat) was employed to review the existing **competitions policy** mandate for the Ministry for a more effective legal framework that meets the market needs as Samoa opens up with WTO membership. The **Metrology Bill** was also drafted with the assistance of the Commonwealth and is currently with the Attorney Generals (OAG) for review. There is also continuous development of food and non food standards regulations with the food labelling, food hygiene and bottled water standards in their early formulation stages. A key milestone for the Ministry in its efforts to reach out and improve awareness of level playing field for traders and consumers are the preparations for the **opening of the Savaii office** which opened in July 2012. More regular inspections is now possible for the Savaii office whilst Upolu has seen a significant reduction in the number of complaints received due to the many efforts in promoting public awareness of consumer rights particularly during the annual celebrations of the World Consumer Rights day in March of every year. The Ministry also managed effectively the meetings of the Samoa National Codex Committee (SNCC) who were instrumental in the formulation and finalisation of the **Egg Standards Food regulation** in 2010. The Ministry welcomes the participation of SROS and its important role in assisting with the development of more food standards. Meetings of the **Price Control Board** were also ongoing with the ultimate intention of ensuring that basic food necessities were affordable and prices consistent even in the remotest pocket of rural community, so as not to inconvenience or unfairly treat any consumer. Other highlights over the period were the implementation of the **Daylight Savings Act**, an initiative by the national electricity supplier (EPC) aimed at reducing national energy consumption. To support this initiative, significant resources were employed in repairing one of Samoa's historical sites, the **Apia town clock**. A specialist was recruited from Australia to repair the old town clock to ensure it was up and running for this event. The end of the 2011 calendar year also saw the implementation of Government vision to align its time zone with its major trading partners (New Zealand, Australia and Fiji) implemented under this Ministry through the **International Dateline Act**.

**Full employment of workforce:** In the corporate planning period, the **Apprenticeship programme** pushed ahead with the leadership of the Apprenticeship council. Of significance was the final signature of a memorandum of understanding (**MOU**) with the **NUS-IOT** to revive and promote formality of the apprenticeship programme. A **labour market survey** of private sector employers, was carried out in 2010, an exercise carried out every two years to provide key information of the private sector, public sector in policy

making economic decisions about the labour market in Samoa. In 2010, review was also carried out for the **minimum wage through the Samoa National Tripartite Forum** which was later submitted to cabinet for endorsement. To date the Ministry is still awaiting that consideration by cabinet. The Ministry continued to carry out **its trainings for Job seekers** with a notable increase in the number of those participating in this programme. Success in this programme is noted with presentation to students as it provides them with insights on the requirements of the working environment.

**Highly skilled workforce:** Over the last corporate planning period, discussions and negotiations have been undertaken to review the apprenticeship scheme to align **industry training standards** with national competency standards and national qualifications with the Samoa Qualifications Authority (SQA). This will continue over the next corporate planning period. Continuation of **Trade tests** are also under consideration with intention to incorporate them under the national competency standards of the apprenticeship programme. The MOU with NUS-IOT is also to be reviewed for relevancy and effectiveness.

**Strengthen national labour and employment relations systems:** The **review of the Labour and Employment Act** was carried out including extensive consultations with the broader public. The **Labour and Employment Bill and Regulations** is awaiting its final reading in Parliament before its implementation in the next corporate planning period. The **Samoa national tripartite forum (SNTF)** has been instrumental in guiding the review process for the labour legislation taking into consideration the international conventions including those under the ILO that Samoa needs to ratify to safeguard workers and relevancy of practices. Eight of the core conventions of the ILO were incorporated under the new LER bill.

**Improve labour and employment relations, inspection and compliance with LER bill and regulations:** inspections continued over the period with improvements carried out including more trainings for staff, new techniques for capturing (e.g. Ipad for picture and voice recording of interviews), retention (new database system to monitor, follow up and report) and zoning to facilitate clear demarcation of responsibilities amongst staff.

**Promote LER activities by employers and workers organisations** – two social dialogues were carried out during the drafting of the LER Bill.

**Develop and enhance processes and systems on the approvals of work passes for foreign workers** – requirements for processing of employment permits have been streamlined and made clearer for processing permits of foreigners e.g. a model contract of employment is in place to assist employers with employment of their foreign workers.

**Strengthening national occupational safety and health systems** - the OSH bill is still under review after several consultations with key stakeholders.

**Implement special programs for hazardous occupations** – special programmes under this activity are awaiting the passage of the OSH regulation.

**Full protection of rights of intellectual property (IP) creators and proprietors** – continuous awareness has been carried out in the media on the rights of copyright holders and users. In **October 2011**, a project on the modernisation of Samoa's IP law was completed which resulted in the passage through Parliament of the **Intellectual Properties Act and the Copyright Amendment Act**. A **National Intellectual Property Strategy (NIPS-IP)** for Samoa document was completed and published in March 2012 with the objective of enhancing systems of registration for IP through the assistance of WIPO. A **Trademark E-registry project** was also initiated and is in progress with the intention of capturing for computer database/filing all registered

trademarks. There has also been a noticeable **increase from the registry/database of patents and industrial designs** over the corporate planning period. This is attributed to the increased awareness carried out through the media and various training programmes conducted. An **Automated System for IP** has also been completed facilitating the searches for information required by both local and international interests. The Division has also promoted the protection of Traditional Knowledge (TK) through its active participation in the Samoa Law reform Committee on TK. The Ministry acknowledges with appreciation the assistance of the **WIPO for the technical assistance** provided through the various IP initiatives including: Seminar on copyrights and related rights in 2010, sub-regional meeting on copyright for decision makers of south pacific countries in 2011, national seminar on copyright and related rights in 2011, assistance for the Trademark e-registry as well as technical assistance in the development of the national IP strategy for Samoa. The use of the media, ie TV ads have resulted in the increase stakeholder awareness of legal obligations under the various copyrights. An electronics **E-registry for Companies** has also been set up with ongoing maintenance to facilitate retention of accurate information and expedite searches. A review has been carried out with the **Samoa Law Reform Commission for the Charitable Trusts**. An **amendment Act to the Incorporate Societies Act** was enacted in March 2012. The **Personal Property Securities Bill** including consultations with the business community is completed and awaiting passage with Parliament.

In terms of the Ministry's corporate initiatives, **annual reports for the financial years 2007 – 2012** were completed and submitted to Parliament through Cabinet. It is encouraging for the Ministry to have these completed and shared with its key decision makers as a measure of accountability by the Ministry and to keep partners well informed of the Ministries' achievements and lessons. Utilisation of the Ministry budget has also improved (utilisation from 73% to 95%) reflecting both good planning and implementation of funds to achieve results. The Ministry was also able to finalise its legal arrangements for the **lease of the MCIL office spaces** with ACC for both level 4 and level 3 where the office expanded offices to in early 2012. A **capability plan was also finalised in 2011** and implemented with the objective of enhancing further the capacity of staff to perform and utilise their potential for the achievement of greater results. **Knowledge sharing** was also introduced to assist staff with sharing of information and understanding better the overall roles, responsibilities of the Ministry across the divisions. A **training needs survey** was also carried out to assist in training requests as well as to gauge areas where staff required training. An **Information technology (IT) officer** position was established to manage better the Ministry's IT needs and an **IT policy** has been developed on the appropriate and safe use of IT resources. A **Service Charter** was formulated documenting the Ministry's services and what to expect. It also provides mechanisms/avenues for partners to provide constructive feedback to the Ministry on areas where improvements is needed in the performance of its duties. Customer service will continue to be of primary importance in raising the profile and measuring performance of the Ministry. **Internal policy documents** were discussed and finalised with staff to make more transparent the application of some entitlements for staff including overtime, attendance, travel allowances and use of vehicles. **Staff satisfaction survey** was also carried out to gauge staff perceptions on the Ministry's work and management. **Information on Human resource and administrative** arrangements are sent to staff on a weekly basis to ensure they are well informed and fully understand policies, procedures which apply to them in the implementation of their work.

#### **ANNEX 1: KEY RESULTS AREAS 2012 - 2016**

#### **ANNEX 2: MCIL LEGISLATIONS AS AT SEPTEMBER 2012**

#### **ANNEX 3: MCIL 2004 – 2007 CORPORATE PLAN REVIEW RESULTS**

**Annex 1: MCIL Objectives and Strategies 2012 – 2016**

**KRA 1: Our Services:**

Objectives	Strategies/Activities	Performance Measure	Responsible :
<b>1.1 provide appropriate policy advice to the Minister,</b>	i. Annual reports prepared and tabled in Parliament, ii. 6 monthly update reports on the Ministry Board meetings submitted to Minister for Cabinet,	i. tabled in Parliament at least 3 months after end of financial year, ii. 2 reports noted by Cabinet	<b>All Divisions</b>
<b>1.2 Efficient and effective secretariat support to the Minister,</b>	i. weekly meetings with Minister to keep him informed of MCIL activities, ii. timely implementation of the Ministers admin, HR and financial support services.		<b>CEO and all divisions</b>
<b>1.3 Provide a high level of industry development and facilitating an investment friendly environment,</b>	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,	<b>Industry Development and Investment Promotion Division</b>
	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	
	iii. Investigate means of introducing a formal government-private sector consultative mechanism;	iii. Increase growth of MSMEs	
	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,	
	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,	
	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	
	vii. Promote quality locally made products through the Lotonu'u initiative as well as through the National Export Strategy.		
	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	
	ix. connecting or linking industry development issues at national level with overall regional or international agreements Samoa is a		

	party to		
	x. Review sector profiles for two industries	Improved sector performance through investment in these industries	
<b>1.3 and facilitating an investment friendly environment,</b>	i. Review of investment incentives policies and packages.	i. Increase in economic activities and industrial growth.	
	ii. Review, research and update investment opportunities to be promoted.	ii. Increase registered foreign investments.	
	iii. Aggressive investment promotion campaigns.	iii. Increase awareness of Samoa's investment environment i.e. through promotion on website and investment tools.	
	iv. Provide updated, efficient and effective information to investors.	iv. Increase in number of registered foreign investment enterprises.	
	v. Continuous review of foreign investment policies.	v. Review of the Foreign Investment Act and relevant policies and tools on a two-year basis.	
	vi. Prompt facilitation of foreign investment approvals.	vi. A) A new completed FIC application is assessed and finalized within 3 working days. B) A New completed proposal for incentives is assessed and finalized within 3 working days.	
	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.	
	viii. Participate and provide sound advice to national forums on investment issues.	Increase participation and contribution to national investment forums.	
	ix. Facilitation of investment groups.	Facilitate programme of appointments and provide packages of information for investment groups.	
<b>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.</b>	i. Establishment of Coordinating Unit to lead the implementation of the action matrix.	TSM Coordinating Unit resourced and effectively operational within the Plan period	<b>Fair Trading and Codex alimentarius Division</b>
	ii. Restructuring of Division to reflect the extend of the mandate administered	Division restructured, resourced and effective operational within Plan period	
	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	
	iv. Finalize and implement the Legal Metrology Bill.	Legal Metrology Bill implemented; stakeholder consultations and feedback, resourcing achieved and capacity building needs achieved	

v. Review Fair Trading Act and develop regulations.	Finalize review; implement regulations; undertake awareness-raising campaign. Targets achieved; stakeholder consultations and feedback.
vi. Establish a small claims tribunal	Time and cost settlements reduced
vii. Effective operation of the Savaii MCIL branch.	All Ministry services represented and easily accessible by the public.
viii. Establish a Technical Barriers to Trade (TBT) inquiry point.	Fully operational and effective TBT inquiry point within plan period
ix. Seek Samoa's membership in the ISO.	Membership achieved within plan period & local products comply with ISO standards
x. Develop legislation on food safety standards and continue promoting HACCP training and ISO certification for industry members.	Existence of quality and effective regulations and legislation addressing market imperfections.
xi. Enforce implementation of food and non-food safety standards.	Full compliance of traders
xii. Encourage compliance with international standards.	Voluntary compliance by companies
xiii. Increase inspection, investigation, monitoring visits throughout the country	Reduction in the number of complaints received Efficiency and effectiveness of administration and monitoring mechanisms
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
xv. Provide secretariat services to the Samoa National Codex Committee and the Prices Board	Effective and high quality resolutions achieved
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
xvii. Develop an e-commerce regulatory framework & regulations	Growth of e-commerce
xviii. Develop consumer awareness promotional materials	Levels of awareness of consumers and producers

		enhanced.	
	xix. Establish registry of service providers [mechanics, carpentries, plumbing, vehicle car dealers, electricians etc]	List of approved accredited by recognized qualification service providers	
<b>1.5 encouraging highly skilled local workforce and their full employment,</b>	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.	<b>Apprentice, Employment and Labour market division</b>
	ii. Establish a centralized unit for better networking of Labour Market Information (LMI)	Increased efficiency and effectiveness for data collection and data analysis.	
	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	
	iv. Continue training of jobseekers to increase employability and employment opportunities in the labour market.	Increased number of jobseekers referred to industries for employment.	
	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.	
	vi. Continue in promoting awareness of employers, stakeholders and the public re; LMI	Streamlined LMI system and policies.	
	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	
	viii. Continue collaboration with stakeholders for career awareness.	Increased knowledge and awareness of school leavers and jobseekers re; 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.	
	x. Eliminate trade testing scheme to lift the standard of the A/Scheme by incorporation of National Competency Standards (NCS) under the Apprenticeship Program.	Complete review of Apprenticeship Legislations	
	xi. Continue in promotion the Scheme and maintain good relationship between parties involved.	Enactment of Apprenticeship Act 2012	
	xii. Terms and conditions of MOA to be reviewed.	Complete Review of MOA	

<b>1.6 i) enforcing labour and employment relations, foreign workers and safe work at the workplace</b>	i. Finalise LER Regulations for approval by Cabinet	i. Regulation approved within 3-12 months	<b>Industrial Relations, Work Permits and Occupational Safety and health in the workplace, Registries of Companies and Intellectual Properties Division CSU and all divisions</b>
	ii. Continue trainings for Labour Inspectors	ii. Weekly trainings on theory, practical application on all facets of roles, duties, responsibilities, obligations, research, investigative skills, interview, public relations skills, confidentiality and report writing	
	iii. Seek Cabinet approval of Directors for LER Bill	iii.	
	iv. To mobilize 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	
	v. To organize seminars and workshops to apply key ILO LER instruments in Samoa workplaces	Plan to ratify Labour Inspection Convention together with the LER Regulations 2013	
	vi. Continue collaboration with ILO for technical assistance in the future	vi. International technical cooperation with Pacific, ILO and other partners enhanced strategically LER Framework plan supported through international technical cooperation	
<b>1.6 ii) Improve labour and employment relations inspection and compliance with the LER Bill and Regulations</b>	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: (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	

	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	
	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	Recruit more Labour Inspectors but continue works of inspectors by zones	
	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 no. 81,	Continue promoting of Labour Legislations to eliminate complaints against working conditions	
<b>1.6 iii) Promote LER activities by Employers and Workers Organisations</b>	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	
	ii. To train trade union LER trainers and assist trained trade union trainers in organizing LER activities	Propose training implemented once the LER Bill pass by the Parliament	
	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	
<b>1.6 iv) Develop and Enhance processes and systems on the Approvals of Work Passes for Foreign Workers</b>	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 2 weeks turn-around point	
	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	
	iii. To advocate and share of information on the promotion of freedom of association and collective bargaining	Public awareness and consultations to be conducted to both foreign workers and Employers	
<b>1.6 v) Strengthen national occupational safety and health systems</b>	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)	
	ii. To strengthen reporting mechanisms and information sharing	Ongoing trainings for the new recruited	

	systems for effective OSH administration. To train labour inspector staff on OSH legislation and practices	inspectors. Collaboration to create more trainings and information sharing opportunities, Continue with the investigations of work accidents and advise on preventive measures.
	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
	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
	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
	vi. To hold regulation coordination meetings to exchange experiences and promote joint programs. To organize joint events such as seminars and workshops	
	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.	
<b>1.6 vi) Implement special programs for hazardous occupations</b>	i. To develop new Guidelines on OSH in Construction and to strengthen labour inspection in construction sites as a priority. To apply ILO safety and Health in Construction Convention (no. 167)	i. New guidelines in Construction are enacted and include in new OSH Bill and Regulations 2010. Strategic inspection plans for construction are developed and implemented
	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
	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

<b>1.6 vii) Extend OSH protection to small to medium enterprises and rural and informal economy workplaces</b>	i. Develop a National Framework of Risk Management of OSH within MCIL first Use as a Model for all employers		
<b>1.6 viii) Promote collaborative actions with hazardous child labour and HIV/AIDS for stronger compliance</b>	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 protect them from accidents and injuries. To strengthen existing child labour monitor networks for stronger protection	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.	
	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	
<b>1.6 ix) Improve safety and health inspection and compliance with the OSH Law</b>	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	
	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	
	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	
	iv. To develop accident reporting formats and ensures that all employers know it through labour inspection and campaign activities. To establish and implement accident investigation procedures by inspectors referring to ILO Convention no. 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	Ensure that ACC office continues to work together with the Ministry on claims of accidents and injuries at the workplace:  Different workplaces for instance those working on the ship, the workplace is on the ship	
<b>1.6 x) Promote OSH activities by Employers and Workers Organisations</b>	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	
<b>1.7 i) Enhance systems and</b>	i. Establishment and implementation of the electronic registry of	i. Reduction in the number of days to carry out	<b>Registries of Companies</b>

<b>procedures for registration and maintenance of different Registries</b>	companies	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.	<b>and Intellectual Properties</b>
	ii. Enforcement of the new Personal Properties Securities legislation	vi. Reduction in time for carrying out the filing process	
	iii. Implementation of the electronic registry of Personal Properties Securities.	vii. Reduction in the time taken to register a mark	
	iv. Implementation of the Intellectual Property automated System (IPAS) for registration of trademarks.	viii. Expedient search of the Trademark Register	
	v. Prepare, coordinate and conduct regular trainings 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.	ix. Increase in the number of patents, trademarks industrial designs, plant varieties from local creators and proprietors are filed for registration.	
	vi. Review and amend legislation on Credit Unions, Charitable Trusts and Cooperatives accordingly	x. Reduction in the production and sale of pirated and counterfeit goods.	
	vii. Implement a unit of the Registries division in Savaii	xi. Reduction of infringement of IP rights.	
	viii. Carry out a restructure of the division to provide additional required staff for both the main office and the RCIP unit in Savaii.	xii. Up to date Registers xiii. Expedient removal of defunct entities from these Registers. xiv. Increase in the number of registration of legal entities located in Savaii. xv. Increase number of IP created and filed by the creators and proprietors in Savaii. xvi. Effective and efficient implementation of systems for registration of new types of IP such as GI, service marks, plant varieties etc. xvii. Recruitment of Registry officers to man the RCIP unit in Savaii xviii. Recruitment of officers to enforce compliance with the statutory obligations	

		mandated under the 22 different legislation administered by the Registries division	
<b>1.7 ii) Ensure the full protection of rights of intellectual property creators and proprietors</b>	i. Carry out vigilant enforcement of the IP Act 2011.	✓ Increase in the level of compliance with statutory requirements.	
	ii. Increase the number of inspections and ensure full investigation of any known cases of infringement and piracy.	✓ Reduction in infringement of IP rights	
	iii. Prepare documents for prosecution of IP infringers		
	iv. Continue to undertake training and awareness programmes for creators, owners and users of IP	✓ Increase in the number of IP infringement cases adjudicated	
	v. Continuous implementation of the National IP Strategy	✓ Increase in the number of registration of different IP's created nationally.	
	vi. Assist in the drafting of the IP Regulations to complement the IP Act 2011	✓ Reduction in the number of unauthorised users of IP.	
	vii. Prepare and carry out relevant training /awareness programmes, appropriate activities for different targeted groups to celebrate the World IP day annually	✓ IP will be used as a tool for economic development.	
	viii. Liaise with WIPO on development of IP issues	✓ Work in collaboration with businesses to develop IP assets	
	ix. Compile and analyse data on IP for policy making purposes and submit to WIPO and other international organisations as and when required	✓ Preparation of forms to be used for registration and maintenance of different types of IP. Prepare a fee schedule.	
	x. Continue to update the data on copyrighted works submitted	✓ Identify relevant issues to be incorporated in the Regulations	
	xi. Implement the Copyright Management mechanism		
	xii. Carry out a restructure of the division to provide additional required staff for both the main office and the RCIP unit in Savaii	✓ Increase awareness of different groups such as students, manufacturers, authors of different works of IP rights associated with their creations. ✓ Enhanced systems for protection of IP rights ✓ Effective and efficient implementation of Registers of Plant Varieties, GI's etc. ✓ Enhanced knowledge of staff on Berne and TRIPS implementation ✓ Establish and implement a legal	

		<p>framework and systems for protection of TK, Genetic Resources and Expressions of Cultural heritage.</p> <ul style="list-style-type: none"> <li>✓ Accede to WIPO treaties relevant for Samoa</li> <li>✓ Establish a mechanism for payment of royalties</li> </ul> <ul style="list-style-type: none"> <li>✓ Recruit technical staff required to implement effectively systems for registration of new types of IP such as GI, service marks, plant varieties etc.</li> <li>✓ Effective implementation of new enforcement provisions under the IP Act 2011</li> </ul> <p>Improved compliance with the enforcement of statutory obligations mandated under the 22 different legislation administered by the Registries division</p>	
<p><b>1.7 iii) To build and enhance Capacity and develop further the skills of staff of the Registries division</b></p>	<p>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> <p>ii. Participate in trainings, 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> <p>iii. Source and participate specialised trainings in the area of trademarks, patents and industrial designs examinations etc; for staff to attend.</p>	<ul style="list-style-type: none"> <li>✓ Efficient and effective implementation of new electronic registry systems for companies, trademarks and personal properties securities.</li> <li>✓ Up to date data is readily available</li> </ul> <ul style="list-style-type: none"> <li>✓ Acquired and/ or enhanced knowledge and skills to perform diligently the various registry functions.</li> </ul> <ul style="list-style-type: none"> <li>✓ Effective and efficient implementation of Registers of Plant Varieties, GI's etc.</li> </ul>	

		<ul style="list-style-type: none"> <li>✓ Improved examination of marks, patents, industrial designs, plant varieties etc</li> <li>✓ Increase in the number of trademarks examinations carried out on a timely basis.</li> <li>✓ Increase in the number of trademarks opposition cases settled.</li> </ul>	
--	--	---	--

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

Objectives	Strategies/Activities	Performance Measure	Responsible
2.1 enhance effective dialogue/engagement with clients/partners to achieve expected outcomes,	<ul style="list-style-type: none"> <li>• develop tools to engage more with partners and get their feedback on Ministries services,</li> </ul>	<ul style="list-style-type: none"> <li>• Annual partnership engagement survey,</li> <li>• Suggestion box to be set up at the Ministry premises,</li> <li>• Annual review of service charter,</li> <li>• Conduct annual customer service refreshers with staff,</li> </ul>	CSU & All divisions
2.2 Enhance mutual understanding and maintain partnership with the private and public sector	<ul style="list-style-type: none"> <li>• Develop a communication plan for the Ministry</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	CSU and All divisions
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"> <li>• Develop evaluation forms for meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Partner engagement survey,</li> <li>• Feedback forums/surveys,</li> <li>• Evaluation surveys during trade shows, career days and other awareness activities,</li> </ul>	CSU and All divisions

**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	Responsible
3.1 continuous improvement for an efficient and effective performance/service delivery	<ul style="list-style-type: none"> <li>• Implement division performance targets/reviews through the annual budget process,</li> <li>• Implement staff performance targets and reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Divisions to provide timely budget/performance planning,</li> <li>• All staff to have annual performance targets</li> </ul>	MCIL executive management, All Staff.

	<ul style="list-style-type: none"> <li>Conduct annual training needs surveys</li> </ul>	and results/reviews, <ul style="list-style-type: none"> <li>Implement at least 4 priority trainings identified by staff,</li> </ul>	
3.2 apply risk Management framework to all key activities	<ul style="list-style-type: none"> <li>Develop/Implement risk management plan for the Ministry,</li> <li>Develop a business continuity guide,</li> <li>Formulate a disaster recovery plan for the Ministry.</li> </ul>	<ul style="list-style-type: none"> <li>Implement changes required to address high priority risk areas for the Ministry,</li> <li>All staff are aware of business continuity plan incorporating disaster recovery plan for Ministry Information.</li> </ul>	All divisions
3.3 Sound financial performance and Management	<ul style="list-style-type: none"> <li>Accurate Financial reports provided on time</li> </ul>	<ul style="list-style-type: none"> <li>Reports provided to managers at least monthly with recommendations,</li> <li>Close monitoring of division budgets and make timely recommendations on options for utilisation of resources,</li> <li>Strengthen internal controls and enhancing staff understanding of their purpose</li> </ul>	Corporate services and all divisions

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

Objectives	Strategies/Activities	Performance Measure	Responsible
4.1 strategically focussed and effective leadership and management,	<ul style="list-style-type: none"> <li>Managers make timely review of results of staff surveys</li> </ul>	<ul style="list-style-type: none"> <li>Managers to agree, address and implement at least 2 issues on each annual staff survey</li> </ul>	Management team
4.2 Staff who are qualified, skilled and experienced for their role and future services challenges,	<ul style="list-style-type: none"> <li>Managers to encourage staff planning, setting performance targets, divisional trainings/refreshers</li> <li>Implement an improved documentation system/information management system through a document workflow process design and procedures</li> <li>Managers to encourage staff to become innovative in providing solutions to problems,</li> <li>Implement workforce plan</li> </ul>	<ul style="list-style-type: none"> <li>Staff to have annual performance targets,</li> <li>Divisions to have documented workflow processes and procedures,</li> <li>At least 75% of Action plans outlined in the Ministry workforce plan are implemented</li> </ul>	All divisions
3.3 Develop a culture of safety, quality, innovation and high performance.	<ul style="list-style-type: none"> <li>Managers to deliver ongoing internal trainings with staff within and across divisions,</li> <li>Staff are able to work as a team not only within their own divisions but also across other divisions.</li> </ul>	<ul style="list-style-type: none"> <li>Staff are able to fully understand the different roles of each division/linkages and how they work across the Ministry,</li> <li>staff are able to engage with other divisions through knowledge sharing or refresher</li> </ul>	All divisions

		trainings at least 3 times a year.	
--	--	------------------------------------	--

**Annex 2: Corporate Plan results 2010 - 2012**

Objectives/Outcomes	Output Strategies	Performance Measure	Results Achieved 2010-2012	Way forward
<p><b>1. Industry Development – High level of industry development</b></p>	<p>i. Efficient implementation of assistance schemes administered by the Ministry</p>	<p>Increase in utilization of schemes by all different industries.</p>	<p>i) Duty Concession Scheme (DCS):                      ✓ 15 companies applied and all were approved as qualifying projects.                      ✓ Out of these 15 companies – 10 were from the Tourism sector; and 5 from the Manufacturing sector.                      Noted a 23% decrease in number of approved projects as 24 projects were approved in 2008-2010.                      ii) Code 121                      ✓ Two (2) applications were received of which 1 was approved and 1 pending.                      iii) Private Sector Support Facility (PSSF)                      ✓ # of PSSF applications received and approved.</p>	<p>Continuous internal review of policies/guidelines/benchmark for the activities supported under all assistance programmes and more aggressive awareness programmes.</p>
	<p>ii. Public Awareness Programs on all assistance schemes administered by the Ministry.</p>	<p>Solid Public &amp; Private Partnership through an established consultative mechanism such as the Economic Forum.</p>	<p>i. Daily individual consultations with individual businesses and private sector organisations through email, telephone and office visits.                      i. Increased in number of applications received as a result of Newspaper advertisements for PSSF Category rounds.                      i. PSS presentations conducted during at two SBEC Open Business Day events.                      iv. Conducted presentations on assistance schemes during private sector organizations (SAME, SCoC, Samoa Mamanu Association) monthly meetings.</p>	<p>To carry out more awareness programs such as television and newspapers advertisements for both Upolu and Savaii now that the PSSF Guidelines (Capital items) have been amended as well as other schemes (DCS Regulations 2010; EDS currently in finalization process)</p>

iii. Investigate means of introducing a formal government-private sector consultative mechanism;	Increase growth of MSME's.	i. Revised TCI Board membership with a clearer mandate. ii. Establishment of the Foreign Investment Advisory Committee under the Foreign Investment Amendment Act 2011 and Regulations 2011. iii. Inclusion of new private sector representatives into the PSSF Steering Group.	Encourage collective documented submissions from private sector; and regular meetings of these committees and boards to address private sector issues in line with government policies.
iv. Promote development of MSMEs through formal set up of policy and strategies;	Assistance schemes facilitated on updated legislation e.g. Regulation for Duty Concession Scheme currently administered under the Customs Amendment Act 2007.	i. Revised and revised the GEGS guidelines and is now called Export Development Scheme (EDS) Guidelines – Public Finance Management Act 2001. ii. Reviewed Duty Concession Scheme (DCS) guidelines in accordance with Customs Regulations 2010. iii. Reviewed PSSF Framework for inclusion of capital items; structure and additional members.	Ongoing review of the guidelines for these schemes to address the change in needs of the stakeholders in line with government and development partners policies.
v. Review policies relating to industrial development growth including the Industry Act under the MCIL Management Bill project.	Increase quality of locally made products thus meeting overseas market standards.	i. Eight (8) companies were assisted under PSSF for ISO 9001: 2007 certification and only seven (7) were certified. ii. A number of businesses were assisted to participate in international trade fairs and exhibitions exposing them to international standards of marketing; packaging and quality requirements.	Encourage businesses to participate in ISO Certification exercises and to encourage the private sector to revive their Lotonu'u initiative.
vi. Maintaining good records and database of all assistance schemes administered by the Ministry for reporting purpose.	Update database and a good filing system in place for obtaining the required information for reporting.	i. A secured filing system and manual database has been established within the division for the preparation of accurate information necessary for the six (6) monthly progress and annual	Awaiting a database specialist through the NZ VSA scheme to develop a user friendly electronic database system for PSSF and all other assistance programme.

			reports to Cabinet and Development Partners.	
	vii. Promote quality locally made products through the Lotonu'u initiative as well as through the National Export Strategy.			To work closely with the private sector on the Lotonu'u initiative and with the Ministry of Foreign Affairs and Trade in implementing the activities outlined in the NES and the TCM Sector Plan.
	viii. Participate and provide sound advice to National Committees on Industrial development issues [NES, WTO, IPC etc.]	Increase participation in various National Committee meetings.	i. Contributed in providing information on investment and assistance schemes including the finalization of the Foreign Investment Amendment Bill in which Parliament has passed in August 2011 for Samoa's accession to WTO. ii. Membership in new national committees and subcommittees such as National Energy Coordination Committee, Disaster Risk Reduction, Early Recovery, Samoa Agro-forestry & Tree Farming Programme.	Ongoing participation and contribution to the work of these national committees.
<b>2. Investment Promotion – An Investment friendly environment</b>	i. Review of investment incentives policies and packages.	Increase in economic activities and industrial growth.	Complete review of EDS; DCS Guidelines for Tourism and Manufacturing development. A total of 7 Foreign Investment enterprises were approved for assistance under the DCS (6 from the Tourism sector and 1 from the Manufacturing sector).	To finalize consultations with commercial banks before the EDS programme is implemented. To consider inclusion of other sectors under the current incentive regime through the Investment Committee.
	ii. Review, research and update investment opportunities to be promoted.	Increase registered foreign investments.	Increase in the number of received, assessed and approved applications from 88 in the 2008-2010 to 127 in 2010-2012 for Foreign Investment Certificate, i.e., an 18% increase from the last two financial years.	Reviewing of Investment Sector Profiles.

iii. Aggressive investment promotion campaigns.	Increase awareness of Samoa's investment environment i.e. through promotion on website and investment tools.	i. Revised, published and distributed the new Investment Guide 2012 and National Investment Policy Statement to stakeholders and overseas missions. ii. Ongoing update of investment information on Ministry website through an internal Communications Committee. iii. Increase number of enquiries received through the Ministry's website feedback link.	Regular updates of investment information on the Ministry website, and all other promotional tools.
iv. Provide updated, efficient and effective information to investors.	Increase in number of registered foreign investment enterprises.	Received a number of FIC application as well as enquiries from interested and potential investors on the process for setting up a business in Samoa. An estimated number of 100 enquiries were received in 2010/2011 and more than 150 were received in 2011/2012.	To enforce immediate response to acknowledge enquiries and to indicate possible time in providing the information in line with the Ministry's Service Charter.
v. Continuous review of foreign investment policies.	Review of the Foreign Investment Act and relevant policies and tools on a two-year basis.	Completed review of the Foreign Investment Amendment Act and Regulations 2011; NIPS in 2010; and the Investment Guide in 2012.	Continue to review these legislation, policies and tools in line with changes in related policies mandated through other Ministries.
vi. Prompt facilitation of foreign investment approvals.	i. A new completed FIC application is assessed and finalized within 3 working days. ii. A New completed proposal for incentives is assessed and finalized within 3 working days.	i. 75% of received applications were assessed and finalized within 3 working days as some applications were incomplete therefore took more than 3 days to process. ii. 70% of received applications were assessed and finalized within 3 working days as some applications were incomplete therefore took more than 3 working days to finalize.	To maintain the targeted timeline for processing and encourage applicants to provide completed applications with supporting documents and carry out inspections of existing projects as part of the assessment process.

	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.	A secured filing system and manual database has been established within the division for the preparation of accurate information necessary for the submission of the annual reports to the Minister.	Awaiting a database specialist through the NZ VSA scheme to develop a user friendly electronic database system.
	viii. Participate and provide sound advice to national forums on investment issues.	Increase participation and contribution to national investment forums.	Contributed in providing information on investment to the National Working Committee for Trade Arrangements (NWCTA) for Samoa's accession to the WTO and other Trade Agreements such as PICTA.	Ongoing participation and contribution to these national investment forums.
	ix. Facilitation of investment groups.	Facilitate programme of appointments and provide packages of information for investment groups.	Facilitated the following investment groups: <ul style="list-style-type: none"> <li>✓ Starkist Co. Ltd from American Samoa.</li> <li>✓ Pacific Breeze Adventures Ltd from NZ.</li> <li>✓ ETG from China.</li> <li>✓ Coffee investors from Australia.</li> <li>✓ Auckland City Council Trade Mission.</li> <li>✓ Lamana Group from PNG.</li> </ul>	Continue to facilitate programmes for investment groups.
<b>3. Level playing field for traders and consumers</b>	i. Development of the Commerce Sector Plan	A well structured plan guiding development of commerce in the country thus allowing for systematic generation of assistance where gaps are identified	Achieved. TCM 2012-2016 (TCMSP) launched May 2012	Establishment of Coordinating Unit to lead the implementation of the action matrix.
	ii. Review and update existing Competition Policy mandate and redevelop an effective legal framework that meets the needs of the market	An effective regulatory framework directing compliance in competitive practices nationally	Consultations with stakeholders completed May 2012. Finalization of draft Policy Framework before drafting of the Bill commences	Finalization of Policy Framework and commencement of development of the Competition Bill
	iii. Review and update the existing Metrology framework and redevelop an effective and integrated legal framework in trade measurements that is accepted internationally	An effective and internationally accepted system of trade measurements directing implementation, enforcement and compliance nationally	Metrology Bill 2012 with AG since 2011. Database is established. Stocktaking of existing measures units currently under way in 2012-2013	Passage of the Bill. Staff training & implementation after a 1-year transition period.

	iv. Continuous development of food and non-food standards in collaboration with members of the Samoa National Codex Committee	Approved Food and Non-food Standards Regulations	Food Labelling, Food Hygiene, Bottled Water standards are in development progress	On-going and regular meetings of the sub-committees
	v. Establish a sub-division of the Division in Savaii	Effective, efficient and timely responses to trade complaints from Savaii	Achieved. New Office opened 27 <sup>th</sup> July 2012 operations commenced 30 <sup>th</sup>	Recruitments of Staff for Savaii & extension of services to other Ministry Divisions
	vi. Increase inspection, investigation, monitoring visits throughout the country	Reduction in the number of complaints received	Routine Inspections weekly Tuesday/Wednesday/Thursdays. Investigation of Complaints is done during these inspections and/or where necessary for cases in the litigation process.	On-going
	vii. Increase promotional programs aim at public awareness of consumer rights and trader obligations	Complaints receive are arbitrated by the Ministry saving costly court proceedings	Achieved 3-World Consumer Rights Day. TV programs, banners, press releases were done in conjunction with this annual event. Consumer Rights programs were aired on TV – (i) when buying a new vehicle, (ii) Egg Standards, (iii) issuance of sales receipts.	On going
	viii. Provide secretariat services to the Samoa National Codex Committee and the Prices Board	Effective and high quality resolutions achieved	6 SNCC meetings and 4-5 Prices Board meetings conducted annually within this plan period. Meeting papers are of high quality and circulated 3-days before meetings are convened.	On-going.
	ix. 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	Collaboration enhanced. SROS is a member of the SNCC and is working together within the Committee to ensure standards are science based.	On-going collaboration needs to be strengthened
	x. Establish registry of service providers [mechanics, carpentries, plumbing, vehicle car dealers, electricians etc]	List of approved accredited by recognized qualification service providers	Yet to be established. This activity is reflected in the TCMSP to be achieved within plan period at a total estimated cost of \$0.4m	Ensure funding and technical assistance is secured for implementation.
<b>4. Full Employment of workforce</b>	i. More efficient and effective operation of job referral and placement service	i. Decrease in the number of registered job seekers, reduce the number of unemployed.	Achieved: Labour force Survey and School Transition to work Survey is in progress in collaboration with SBS.	Strengthening partnership with employers and relevant stakeholders.
				A centralized unit is required for better networking of LMI

	ii. Better Maintenance of labour market information database via Labour Market Information System	ii. Increase employment figures, better partnership/networking.	Achieved: LMS Report for 2010 is being distributed to employers, stakeholders and the public.	Capacity building for technical and analytical knowledge of staff involved.
	iii. More training for job seekers to help improve their employability	iii. Increase in job referrals and placement	Achieved: (increased number of jobseekers attended job seeking skills training and the same time increased job referrals and placement)	More employment opportunities and job creation by the business community in the labour market.
	iv. well trained and skilful persons responsible for collecting reliable data/information	iv. increase number of inquiries from employers on vacancies, increase training provided by employers	Achieved: increased number of employment returns being collected from employers.	Cooperation of employers for making LMI information available to ELM staff is needed.
	v. Information to be presentable for the public's awareness	v. Increase public awareness on employment and LMI	Achieved: (increased awareness of employers re; employment service being administered by the ministry )	Collaborative efforts for all parties involved is required.
	vi. Better maintenance of reviews on minimum wage through analysis and reporting	vi. Lessen the wage disparity and to accommodate the cost of living	Achieved ( Minimum wage report being submitted to Cabinet in 2010 through SNTF)	Timely response from employers, stakeholders and endorsement from government is necessary.
	vii. Provide effective and available information relating to career for the purpose of guiding students with their targeted goals	vii. Increase career / employment awareness	Achieved(target number of participants for the recent Industry Day being conducted in Savaii on March 2012 was exceeded from 70-90)	Better collaboration with stakeholders for career awareness
<b>5. Highly skilled workforce</b>	i. Better collaboration between apprenticeship Council and NUSIOT on trades; to maintain a harmonious working relationship	i. Low attrition rate in apprenticeship training	Achieved (reviewing of Apprenticeship scheme is in progress)	Reviewing of the Apprenticeship Program and Industry training standards to align with NCS and NQs
	ii. Organise trade tests in response to demand	ii. Higher level of participation in trade tests	Achieved ( Increased number of delegates who passed trade tests)	Trade testing scheme will be phased as there is a need to lift the standard of the A/Scheme by incorporation of National Competency Standards (NCS) under the Scheme.
	iii. Effective mechanism for identifying private sector training needs.	iii. Increase in number of apprentices and higher completion rate for apprentices	Achieved (160 apprentices joined the Apprenticeship Scheme this year 2012 in comparison to 105 in 2011)	Strengthen partnership between parties involved under the scheme
	iv. Review of apprenticeship training scheme and trade testing scheme for relevance and effectiveness.	iv Minimum number complaints/differences of opinion over apprenticeship scheme with NUSIOT	Reduced complaints rate and better coordination amongst parties involved.	Terms and conditions of MOA to be reviewed

<b>6. Strengthen national labour and employment relations systems</b>	i. To develop national strategies on the processes and systems of inspections and to use ILO conventions as Guidelines	i. New provision in the LER Bill and Regulations 2010	Complete the LER Bill 2012 – awaiting 3 <sup>rd</sup> reading in Parliament	Finalise the LER Regulations and submitted to Cabinet for approval Timelines: 3-12 months
	ii. To build functioning reporting systems and hold regular meetings between Government, Workers and Employers and to train labour inspectors staff on labour and employment relations legislation and practices	ii. All labour inspectors trained in LER developments and information regularly communicated to Workers and Employers	Labour Inspectors Manual is being developed to align with the ILO Manual for Labour Inspectors	Facilitate weekly training for Labour Inspectors on theory and practical applications on all facets of their roles, duties, responsibilities and obligations, research, investigative skills, interviewing skills, public relations skills, confidentiality and report writing
	iii. To discuss with tripartite representatives to establish a Forum and recognize as the high level Labour and Employment Relations Advisory Body to Government	iii. Samoa National Tripartite Forum established and functioning	2010-2011-4 SNTF Meetings on the proposal to increase the Minimum Wage 2011-2012-5 SNTF Meetings on the new LER Bill and DWCP	Await Parliament to approve LER Bill and for Cabinet to approve the names of Directors as stated in the LER Bill
	iv. To mobilize 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	iv. High Level participation of Workers and Employers in Forums	Plan dissection of important information and divide into model plays of 30seconds to 60 seconds ads to promote awareness of workers and employers of their roles, rights, obligations in the relevant legislation and regulations	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
	v. To organize seminars and workshops to apply key ILO LER instruments in Samoa workplaces	v. Key ILO LER instruments useful for immediate LER needs are applied accordingly including Labour Inspection Convention (No.81), Working Conditions in Plantation Conventions	ILO conducted 2 trainings of labour inspection staff to familiarise with the process of report writing of ratified conventions	Plan to ratify Labour Inspection Convention together with the LER Regulations 2013
	vi. To use successful cooperation measures to support effective implementation of LER Framework planning	vi. International technical cooperation with Pacific, ILO and other partners enhanced strategically LER Framework plan supported through international technical cooperation	Two days workshops by ILO (Pacific and Suva) by their technical legal officer	Continue collaboration with ILO for technical assistance in the future

<b>7. Improve labour and employment relations inspection and compliance with the LER Bill and Regulations</b>	i. To review and analyse current situations of inspections in SOEs, Agencies and the private sector and to prepare technical guidelines for effective inspection. To improve inspector recruitment systems and training programmes	i. Legal powers and roles of inspectors clarified. Recruitment, salary grading and training systems of inspectors established. Inspection means and reporting formats improved	Current Labour Inspectors Staff are fully versed and aware of their legal mandate, powers, duties, roles within the confinement of the current Labour and Employment Act 1972, Regulations 1973, Shops Ordinance 1963, Public Holidays Act 2008	Need to conduct a comprehensive Job Analysis for the whole Division by the end of November 2012 Possible creation of four Units within LER: <ol style="list-style-type: none"> <li>(5) Industrial Relations Mediation and Grievances in Small to Medium Enterprise &amp; Corporations</li> <li>(6) Industrial Relations Disputes and Conciliation in Small to Medium Enterprises and Corporations;</li> <li>(7) International Relations, Research and Report Writing of Ratified and Un-Ratified Conventions;</li> <li>(8) Employment Permits and Assessments</li> </ol>
	ii. To extend inspections in more workplaces in SOEs, agencies and private sectors in particular small and medium enterprises	ii. Select small to medium enterprises workplaces for inspection, and enhance action plans to increase coverage	At least 200 average on annual basis depending on the availability and the number of labour inspectors	More routine inspections on non-complying employers
	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	iii. Strategic inspection plans developed and implemented. Prioritise industries and workplaces for inspection. Annual reports on inspection results published	The area for coverage in inspections is too large versus the limited number of Inspectors to carry out the required work. A New database in place for allocations of zones and inspectors for each progress of conducting inspections. Review & analysis of inspection results annually <ul style="list-style-type: none"> <li>• 70% of business already inspected are complied with the</li> </ul>	Needed to recruit more Labour Inspectors but continue works of inspectors by zones

			LER Bill and Regulations <ul style="list-style-type: none"> <li>• 30% who are not complied have already been issued with a corrective action report and follow ups have been carried out to ensure compliance</li> </ul>	
	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 no. 81	iv. Monthly reports of investigation of arbitration cases developed and publicized. Coverage of the reporting systems gradually improved.	No arbitration cases was recorded for the period  Cases are resolved in four ways: <ol style="list-style-type: none"> <li>(1) Grievance is mediated through the usage of our culture and customs values</li> <li>(2) Dispute is conciliated to reach a settlement between the two parties</li> <li>(3) Complainant withdrew cases</li> <li>(4) Employer is bankrupt</li> </ol>	Continue promoting of Labour Legislations to eliminate complaints against working conditions
<b>8. Promote LER activities by Employers and Workers Organisations</b>	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.	i. Knowledge, skill and practice of LER by Samoan Employers increased. LER action plans developed by employers and their organizations	LER is still in the Process of finalisation before implementation of the stated strategies.	Propose training implemented once the LER Bill pass by the Parliament
	ii. To train trade union LER trainers and assist trained trade union trainers in organizing LER activities	ii. Difficult to reach vulnerable group of workers trained by trade union LER trainers. LER activities and training implemented by trade unions	No Trade Union trainings conducted as await Passing of the LER Bill by Parliament.	Propose training implemented once the LER Bill pass by the Parliament
	iii. To plan and implement joint LER campaigns and training activities and to reflect workers' and employers' views to national LER policy developments	iii. Employer – Worker cooperation enhanced in LER activities. Workers' participation promoted by Employers. Workers and employers contributed to national LER policy developments	Continue consultation with Employers - Worker form both by the Ministry & LER consultant as well as ILO assistant.	Propose about 20 collaboration with Employer –worker on LER policy development until LER Regulation is completed

<b>9. Develop and Enhance processes and systems on the Approvals of Work Passes for Foreign Workers</b>	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.	i. Meet employers labour market and productivity needs	Electronic Software to be purchased Guidelines/ Checklists of requirements for processing of Employment permits already developed	Revise, refine and review electronic processes and procedures to meet 2 weeks turn-around point
	ii. To organize seminars and orientation programs for foreign workers of their rights to organize and bargain collectively and upholding decent working conditions	ii. Respect of Freedom of Association and collect bargaining	In the Pipeline: Orientation programs for foreign workers	Include as part within the LER Regulations
	iii. To advocate and share of information on the promotion of freedom of association and collective bargaining	iii. Develop brochures to raise the visibility of fundamental principles and rights at the workplace	In the Pipeline	Public awareness and consultations to be conducted to both foreign workers and Employers
<b>10. Strengthen national occupational safety and health systems</b>	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	i. New provision on labour inspection and on construction within the new OSH Bill and Regulations 2010	In the Pipeline...the new Principal Labour Inspector OSH is on board Work closely with the Committee of Experts in OSH and make recommendations to the SNTF to amend the OSH Act 2002 and to incorporate changes to the new Regulation 2013	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)
	ii. To strengthen reporting mechanisms and information sharing systems for effective OSH administration. To train labour inspector staff on OSH legislation and practices	ii. All labour inspectors trained in OSH developments, and information regularly communicated within network of workplace levels. Occupational accidents and diseases regularly reported from workplace.	<ul style="list-style-type: none"> <li>2 on the job trainings have been provided for inspectors and employers – workers association to enhance level of understanding of the legislation, and likewise the reporting skills.</li> <li>A total of 50 work accidents were reported and investigated</li> </ul>	Ongoing trainings for the new recruited inspectors. Collaboration to create more trainings and information sharing opportunities  Continue with the investigations of work accidents and advise on preventive measures.
	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	iii. National Tripartite OSH Council established and functioning	In the Pipeline	Ongoing

iv. To set up guidelines to support functioning OSH Committee activities at the public, SOEs and the private sectors level. To develop and implement a training programme for industrial physician.	iv. OSH Committees established at the enterprise levels	Achieved 2 World OSH Day for this 2 yr period. Workshops were done in conjunction with this annual event  Brochures on OSH have already been developed and distributed to employers	Continue commemorating this annual event.  Continue reprinting and reviewing of current brochures
v. 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		v. The World OSH Day always commemorated from all these 2 yrs period	v. to continue something different such as TV or radio talk show
vi. To organize seminars and workshops to apply key ILO OSH instruments in workplaces in Samoa	vi. National OSH Day Campaign established as a regular nation-wide activity in coincidence with the World Day on OSH on 28 April. High level participation to the National Day ensured. OSH promotional leaflets produced and websites developed	The high impact of the OSH campaign through workshop and training which coincide with World OSH Day ensures the high level of participants from different organisation with the latest of more than 70 participants.	Continue on commemorating the World OSH Day every year as well as promoting Occupational Safety and Health through Awareness programmes
vii. To hold regulation coordination meetings to exchange experiences and promote joint programs. To organize joint events such as seminars and workshops	vii. Key ILO instruments useful for immediate OSH needs are applied accordingly including Labour Inspection Convention (no.81); Safety and Health in Construction Convention (no.167); Promotional Framework for OSH Convention (no. 187) or ILO guidelines on OSH Management Systems (ILO OSH 2001)	Currently in contact with the ILO Pacific Office in Suva and seek advice and comments from them on issues relating to the ratification of the ILO conventions	On going
viii. 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.	viii. Cooperation and coordination among ministries, SOEs and private sector agencies established and promoted for OSH.	Representatives from government ministries, SOEs, and private sector attended and participated in OSH awareness workshops.	On going

		ix. OSH Framework Plan is supported through internal technical cooperation with Pacific, ILO and social partners		
<b>11. Implement special programs for hazardous occupations</b>	i. To develop new Guidelines on OSH in Construction and to strengthen labour inspection in construction sites as a priority. To apply ILO safety and Health in Construction Convention (no. 167)	i. New guidelines in Construction are enacted and include in new OSH Bill and Regulations 2010. Strategic inspection plans for construction are developed and implemented	Currently conducting inspections of construction sites to ensure compliance. Awaiting the passing of the OSH Regulation for developing Code of Practice on this particular industry	Ongoing inspections
	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	Inspection priority is given to industries that pose high risk to the lives of people to ensure the health and safety	Ongoing monitoring through inspections
	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	OSH Inspections have come across high risk workplaces.  Improvement notices were issued clarifying risks as well as appropriate protection measures to be taken within time limits	Continue on conducting risk assessment for workplaces through OSH Inspections and Investigations
<b>12. Extend OSH protection to small to medium enterprises and rural and informal economy workplaces</b>	i. To train inspectors and others as WISE and WISH trainers. To help employers' organizations and trade associations promote WISE and WISH trainings. To promote cooperation with workers organizations and NGOs in order to reach more small enterprises and home workplaces	i. WISE and WISH trainers developed in small to medium enterprises and home workplaces. WISE and WISH training carried out by trained trainers. Low cost improvements implemented by trained small to medium enterprises and home workers	None was activated	To be discontinued
	ii. To promote exchanging practical OSH experiences among small to medium enterprises owners and workers. To develop ready to use OSH information materials for small to medium enterprises and home workplaces	ii. Workshops for exchanging practical OSH experiences in small to medium enterprises and home workers organized. Practical OSH improvements information disseminated.	Risk Management Trainings was conducted by Losa Noritto( OSH specialist from Australia).	Develop a National Framework of Risk Management of OSH within MCIL first Use as a Model for all employers

<b>13. Promote collaborative actions with hazardous child labour and HIV/AIDS for stronger compliance</b>	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 protect them from accidents and injuries. To strengthen existing child labour monitor networks for stronger protection	i. 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.	Samoa is obligated to ratify ILO conventions on abolition of child labour, hence, the OSH legislation contain provision in relation to the protection of employment of children	Ongoing inspection to enforce protection of child labour
	ii. To establish Tripartite Coordination Committee with a mandate to promote the implementation of the OSH Framework Plan in HIV/AIDS	ii. TCC establish and function. OSH Framework Plan monitored and evaluated	To be included as one of the function of the National Tripartite OSH Committee if approved	ONGOING
<b>14. Improve safety and health inspection and compliance with the OSH Law</b>	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	i. Legal powers and roles of inspectors clarified. Recruitment, salary grading and training systems of inspectors established. Inspection means and reporting formats enhanced	Legal powers and roles of inspectors are clarified in the OSH legislation.	ONGOING.
	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	ii. Select small to medium enterprises workplaces for inspection, and enhance action plans to increase coverage	A total of 150 inspections were conducted to ensure safety and health of employees at workplaces.	Carry out more routine inspections to workplaces to ensure workers/employers are aware of their safety and health.
	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	iii. Strategic inspection plans developed and implemented. Prioritise industries and workplaces for inspection. Annual reports on inspection results published	Labour Inspectors (OSH) are allocated in zones to conduct inspections on health and safety at workplaces on a rotational basis.	Need Job Analysis for OSH section to include an ACEO for OSH

	<p>iv. To develop accident reporting formats and ensure that all employers know it through labour inspection and campaign activities. To establish and implement accident investigation procedures by inspectors referring to ILO Convention no. 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</p>	<p>iv. Monthly reports of work-related accidents and diseases developed and publicized. Coverage of the reporting systems gradually improved. Accident investigation results used for reducing safety and health risks. Adequate compensation provided for injured workers in cooperation with the ACC</p>	<p>Work related accidents have been investigated in accordance with the standard investigations procedures</p>	<p>Ensure that ACC office continues to work together with the Ministry on claims of accidents and injuries at the workplace:</p> <p>Different workplaces for instance those working on the ship, the workplace is on the ship</p>
<p><b>15. Promote OSH activities by Employers and Workers Organisations</b></p>	<p>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.</p>	<p>i. Knowledge, skill and practice of OSH by Samoan Employers increased. OSH action plans developed by employers and their organizations</p>	<p>Proactive in assessing hazards and manage risks (high, medium, low) to minimise accidents and injuries at the workplace</p>	<p>ONGOING</p>
	<p>ii. To train trade union OSH trainers and assist trained trade union trainers in organizing OSH activities</p>	<p>ii. Difficult to reach vulnerable group of workers trained by trade union OSH trainers. OSH activities and training implemented by trade unions</p>	<p>Discontinue due to financial constraint</p>	<p>discontinue</p>
	<p>iii. To plan and implement joint OSH campaigns and training activities and to reflect workers' and employers' views to national OSH policy developments</p>	<p>iii. Employer – Worker cooperation enhanced in OSH activities. Workers' participation promoted by Employers. Workers and Employers contributed to national OSH policy developments</p>	<p>Discontinue due to financial constraint</p>	<p>discontinue</p>

<p><b>16. Full protection of rights of intellectual property creators and proprietors</b></p>	<p>i. Comprehensive review of existing intellectual property legislation</p>	<p>i. Fewer complaints against violations of IP laws;</p>	<p>1) Increased Awareness of Copyright holders and users on the ways to legalise use of IP as a result of continuous awareness/training programmes conducted.</p> <p>2) Project on the Modernisation of Samoa’s IP Laws completed in October 2011.</p> <p>3) Passage through Parliament in October 2011 of the Intellectual Property Act (“IPA”) 2011 and the Copyright (Amendment) Act 2011 – both legislation will be effective from 1<sup>st</sup> October 2012.</p> <p>4) National Intellectual Property Strategy for Samoa (“NIPS”) which complement the new IP Acts was completed and published in March 2012.</p>	<p>1) The future Strategies for IP have already been identified and documented in the Strategic Initiatives summarised in the booklet – “National Intellectual Property Strategy for Samoa” March 2012.</p> <p>Implementation of the national IP strategy.</p> <p>(2) Document these strategic initiatives into actual practical, <u>documented work steps</u> that the IP team can administrate and enforce during the performance of their daily duties.</p> <p>2) Regulations to the IP Act 2011 to be drafted and finalised by 30<sup>th</sup> June 2013.</p> <p>3) With the coming into force of the new IP Act 2011, there is a need to secure increased financial and human resources to share the work load to ensure full compliance with the requirements of the Act</p> <p>4) Training on the Economic Development of and IP Enforcement to be conducted before the end of 2012.</p> <p>5) As per Actions No. 11 &amp; 12 for Outcome 2.12 (Development of policies and laws to protect IP rights and that encourage innovation) in the TCM Sector Plan Interventions Matrix:</p>
---	--	---	--	--

ii. Ensure full computerisation of Trade Marks, Patents and Industrial Designs	ii. Modernise and update IP Legislation	1. Trademark E-Registry Project still in progress – Phase 1 completed by 31 <sup>st</sup> August 2012.	1) Completion of the Trademark E-Registry Project by 30 June 2013. Go Live of e registry of Trademarks.  2) Continue the IPAS project into other areas of IP such as patents and Industrial designs 3) Training of staff and stakeholders on the use of the Trademarks E-Registry system.
iii. Increase proprietors' awareness	iii. Increase in IP Registration	1) Registration of Patents and Industrial Designs has increased	1) Formalise action plan for investigating complaints against

		<p>steadily over the 3 financial years.  <u>Patents:</u> from 3 Patents registered in 2010 to 14 registered in 2012  <u>Industrial Designs:</u> from nil Industrial Designs registered in 2010 to 4 registered in 2012.                  2) In contrast, the registration of Trademarks has varied over the 3 financial years; from a total of 146 in 2010 to 157 in 2011 and a decline to 142 in 2012. Noticeably, total trademarks abandoned or expired during the 3 financial years increased to 265 in 2011, but dropped to 161 in 2012. Current renewals follow up action by the IP team has resulted in an increase in trademarks renewals from a total of 47 in 2011, to 54 in 2012.</p>	<p>violations of IP laws (Copyright, Trademarks, Industrial Designs violations etc).                  2) Implementation of the IP strategy during the Plan period                  3) Adopt a Proactive approach to developing IP Strategies based on a sector/industry-approach, targeted to suit the requirements of each business/industry sector.                  3) Training of IP staff to possess the relevant skills and expertise to investigate reported cases of violations of IP laws.                  4) Conduct a needs assessment for capacity building in the area of IP rights in line with WTO requirements under the TRIPS Agreement.                  5) Enhance capacity in the area of IP rights by ensuring sensitization and effective implementation of laws governing IP rights, with a view to strengthening them.</p>
<p>iv. Increase awareness of users on Intellectual Property</p>	<p>iv. Reduction of infringement on IP rights</p>	<p>1) Continuous training and awareness programmes conducted have heightened the awareness of users on the legal ways to use intellectual creations.                  2) 2010 year – 2 seminars conducted in Upolu and Savaii for Secondary Schools to increase awareness on the importance of IP and also to mark the World IP Day.                  3) National Seminar on Copyright</p>	<p>1) Establish a Database to Register all Complaints filed and settled by the Office on any IP related issues that violates the rights of IP proprietors matters                  2) Develop and implement a more vigorous, proactive plan for IP Inspections and investigating of IP complaints.                  3) Document any incidents of</p>

		and Related Rights, held in Apia on 27 – 28 October 2011.	<p>infringement of IP Rights discovered during inspections in the Register.</p> <p>4) Prepare and conduct activities to commemorate the World IP Day annually on April 26<sup>th</sup>.</p>
v. Implementation of the IP Automated system (IPAS)	v. Reduction of time taken to do searches and registration of Trade Marks, Patents and Industrial Designs	<p>1) Completed phase 1 and phase 2 of the IPAS</p> <p>2) Total number of recorded Trademark Searches during the 3 financial years increased from 14 in 2010 to 16 in 2011 but reduced to only 8 in 2012.</p> <p>3) Required information on registered trademarks could be easily accessed as a result of completion of phase 2 of the IPAS</p> <p>4) Facilitate the expediting of searches for information as required by both local and international clients.</p>	<p>1) Trademark E-Registry Project to be pushed through to its final stages by the end of the financial year – 30<sup>th</sup> June 2013.</p> <p>2) Improved system of registration of trademarks through the implementation of the electronic trademarks systems.</p> <p>3) Up to date information on the e Register</p> <p>4) Expeditious search and examination process</p>
vi. Establishment of Collective Mechanism	vi. Fewer offending actions	A Collective Mechanism ('CM') is yet to be established but work started in 2010 on the registration of works submitted to the RCIP division.	<p>1) As per Strategic Initiative 1.1.8 in the NIPS March 2012 – Facilitate the payment of royalties to local copyright holders through the establishment of effective collecting society mechanisms.</p> <p>2) As per Strategic Initiative 1.1.9 in the NIPS March 2012 – Develop in co-operation with educational institutions improved access to copyright educational materials for teaching purposes with an appropriate royalty regime for copyright holders.</p>

			<p>3) Request for technical assistance to establish a Collective Rights mechanism</p> <p>4) Establishing a system for the Voluntary Registration of Copyrights.</p>
vii. Preparation and implementation of National IP Strategy	vii. Enhance system of registration	<p>1) Under the technical assistance of the World Intellectual Property Organisation (WIPO) a Report on a National IP Strategy for Samoa completed in February 2012.</p> <p>2) Consultation carried out with stakeholders to gauge information for the preparation of the National IP Strategy.</p> <p>3) Further consultations carried out with stakeholders on the final draft of the National IP Strategy</p> <p>4) National IP Strategy approved by Cabinet and bound booklet known as the "National Intellectual Property Strategy for Samoa 2012" was distributed to stakeholders and Ministries.</p>	<p>1) Implementation of the Strategic Initiatives summarised in the booklet – "National Intellectual Property Strategy for Samoa" March 2012."</p>
viii. Draft of Traditional Knowledge Legislation	viii. Motivate of creators to continue with their innovation	<p>1) Active participation as a Committee member of the Samoa Law Reform Commission's ('SLRC') project on Traditional Knowledge Legislation.</p>	<p>1) Providing relevant feedback and involvement in the Consultation process for the Traditional Knowledge Legislation being drafted by the Samoa Law Reform Commission.</p> <p>2) Implementation of the TK bill</p>

			once completed
ix. Liaise with WIPO on development of IP issues	ix. Facilitate the enticement of new business venture	<p>Various technical assistance and trainings provided by WIPO throughout 2010-2012 which included the following:</p> <p>1) WIPO Seminar On Copyright And Related Rights 30- 31 August 2010</p> <p>2) Sub-Regional Meeting on Copyright for Decision Makers of South Pacific Countries hosted in Samoa on 24 – 26 October 2011</p> <p>3) National Seminar on Copyright and Related Rights, hosted in Samoa on 27 – 28 October 2011.</p> <p>4) Technical assistance provided for the ongoing Trademark E-Registry project</p> <p>5) Technical assistance on the development of the overall National IP Strategy for Samoa as contained in the Report on a National Intellectual Property Strategy for Samoa.</p>	<p>1) Training, capacity building &amp; awareness programmes: Ongoing attendance at WIPO facilitated meetings, workshops and seminars.</p> <p>2) Seeking and utilizing further assistance from WIPO for the development and implementation of new IP E-Registries.</p>
x. Continued update of databases			
<b>17. Full compliance with registration obligations under</b>	i. increase stakeholders awareness of legal obligations	i. Fewer offending actions	<p>Awareness programs for stakeholders included:</p> <p>1) TV Ads on Copyrights produced and run on TV during the 2011 and 2012 financial years.</p> <p>1) As per Action No. 12 for Outcome 3.2 in the TCM Sector Plan Interventions Matrix: 12. Develop brochures, pamphlets, newsletters and media releases for all relevant entities (companies,</p>

<b>companies laws and other registries administered in the Ministry</b>			2)) National Seminar on Copyright and Related Rights, hosted in Samoa on 27 – 28 October 2011.  Consultations with local and international stakeholders during the drafting of the IP Act 2011	incorporated societies, credit unions etc) and IP administered by RCIP. 2) Conduct trainings and awareness programs  3) Carry out a restructure of the division to increase its staff to ensure that statutory obligations are fully complied with
	ii. More efficient and effective monitoring process of registered entities and their obligations	ii. Reduction of time to carry out searches & registration of companies and other related documents	Update data bases for all register	1) On going update of databases for different registers  2) Carry out a restructure of the division to increase its staff to ensure that statutory obligations are fully complied with.
	iii. Create an efficient Companies electronic registry	iii. Enhance procedures for registration and maintaining different legal entities	Completed phase one of the Companies E-Registry project	1. Companies E-Registry project currently in progress, hoping to complete by December 2012. 2. Training of staff and users on the new electronic registry system 3. Work together with the Office of the Attorney General in amending the Companies Regulations
	iv. Carry out regular inspections of companies and other legal entities	iv. Improve process of deregistration of inactive entities	1) Total number of Companies registered has steadily increased during the 3 financial years from 126 in 2010 to 296 in the financial year ending 30/6/2012. 2) A total of 537 inactive companies previously registered under the Companies Act 1955 were deregistered by year end 30 <sup>th</sup> June 2012. 2) Total newly registered Incorporated Societies increased steadily during the 3 financial years	1) Database of Registered Companies is up to date to provide more accurate information for the eventual migration of data and policy formulation purposes.  Carry out a restructure of the division to increase its staff to ensure that statutory obligations are fully complied with.

		<p>from 11 in 2010 to 15 in 2012. This was accompanied by an increase in total inspections conducted from 20 in 2010 to 90 in 2012.</p> <p>3) The impact of the increased inspections is reflected in the noticeable improvement in the Incorporated Societies' compliance with the requirement to file Audited Financial Statements to the Registrar</p> <p>4) Whilst no new Credit Unions were registered during the 3 financial years, newly registered Charitable Trusts increased from 7 in 2010 to 13 in 2012.</p>	
v. Comprehensive review of Credit Union, Charitable Trust and Co-operative Societies		<p>Reviewed of Credit Unions ('CU'), Charitable Trusts ('CT') and Cooperative Societies with the SLRC already commenced. Finalisation of the Review has been deferred by the SLRC due to other more urgent priorities.</p>	<p>Revive the work with the SLRC on the review of the Cooperatives Ordinance, Credit Union ordinance and Charitable Trusts Ordinance</p>
vi. Update and modernise and passage of Credit Unions, Charitable Trust, Cooperative Societies and Incorporated Societies		<p>1) Incorporated Societies Amendment Act 2012 enacted in March 2012.</p> <p>2) Public awareness workshops (for both Upolu &amp; Savaii) completed in the months of May and June 2012.</p>	<p>1) Prescribed forms and fees associated with the new provisions in the Incorporated Societies Amendment Act 2012 to be finalised.</p> <p>2) Implementation of the Inc. Soc. Act 2012</p>
vii. Passage of PPSA		<p>1) Draft Personal Property Securities Bill completed in 2011.</p> <p>2) Consultations with stakeholders and members of the Business community completed in 2011.</p>	<p>1) Passage of PPSA through Parliament before financial year ended 30 June 2013.</p> <p>2) As per Action No. 10 for Outcome 2.14.5 in the TCM Sector Plan Interventions Matrix: 10. Implement the Personal Property Securities Act which aims to increase economic activity by providing easier access to credit.</p>

<b>18. Protection of efficiency and integrity of all registries</b>	i. Strengthen procedures for registration of companies, other legal entities and intellectual properties	i. Increase level of compliance		1) Implementation of Electronic Registers (e.g. Companies E-Registry, Trademarks E-Registry, PPSA E-Registry)
	ii. Improve enforcement of statutory obligations	ii. Decrease in complaints from subscribers	Ongoing inspections for all video shops and investigate Copyright Cases reported to the office	Ongoing inspections and awareness programs
	iii. Updated registers will be available		Ongoing update of all data bases for different registers	1) Implementation of Electronic Registers (e.g. Companies E-Registry, Trademarks E-Registry, PPSA E-Registry)
<b>19. Ensure that sufficient resources (Financial and Human Resource) are available to support the effective delivery of the Ministry's services in support of private sector development.</b>	i. Timely submissions of requests/reports to Parliament, Cabinet, Audit Office, MOF and PSC for human and financial resources.	Zero outstanding reports for the Ministry	All annual reports from 2007-2010 have been submitted to parliament, 2010-2011 awaiting Cabinet approval	Annual reports to be submitted to Cabinet at least within 6 months after end of financial year.
	ii. Coordinate budget planning, implementation and reporting internally.	Budget planning, implementation and reporting submitted on time. Reduce re-allocation of resources amongst outputs	Budget utilisation has improved from 73% to 95%; Negotiated and finalised legal documents for lease with ACC as non was in existence, including new lease for expansion of office space to level 3;	Maintain utilisation rate and more efficient reallocation of resources if funds unutilised by end of February each year.
	iii. Coordinate capability plan, recruitment and selection and performance management.	Capability plan defined and implemented on schedule.	Capability plan 2010-2011 in place and implemented; performance appraisals piloted for 2011-2012 and implemented in full 2012-2013; Knowledge sharing have also been held to allow those on special trainings/overseas travel to share information with the rest of the staff; A training needs survey was carried out to gauge staff learning needs,	Encourage all managers to implement performance management tools as provided for under PSC Performance Appraisals
	iv. To build capacity of staff to utilise IT resource effectively and efficiently to strengthen communication and sharing of knowledge.	Internal unit set up to manage IT resources and peripheries	Sought approval for establishment of an IT officer; Request for funding for training under Samoa ICT unsuccessful, however; several IT trainings have been	Need to carry out annual Microsoft office trainings for staff for greater knowledge on use of word, excel, outlook etc for data analysis and report writing.

		carried out including finalisation of an IT policy document; instigate share network drives within the Ministry to save costs and share information across the Ministry	
v. Develop an adequate asset management system.	Asset management system updated regularly as basis for asset maintenance.	Asset register updated regularly with old assets including IT written off	Start implementing Finance One asset management module to align with asset records which are kept at Ministry.
vi. Conduct ongoing trainings on customer services to encourage staff to adhere with obligations outlined Service Charter and the PSC Act.	Annual revisions of the Service charter and ongoing trainings for staff customer services.	2 issues of Service charter published, which required training for staff. MCIL ranked green on PSC indicators for customer service in Feb 2011.	Continue ongoing customer service trainings and maintain green rating on PSC customer service spot checks
vii. Vehicles are safe and available and used according to Vehicle Policy		All vehicles are insured, regularly serviced and road safe, vehicle policy is also updated annually, 4 vehicles have been written off to be replaced by another 5 vehicles	Write off of three remaining old fleet for better vehicles.
viii. strengthen records management system for retention and dissemination of information	Set up of internal file server to support storage and use/knowledge sharing of information.		Need to hire a consultant to assist Ministry with improvements in its records system.
ix. develop mechanisms to control resource costs for administration of the Ministry,		MCILs finance section is now better managed with internal spreadsheets used to reconcile finance data with the online system and enables provision of up to date financial data for better planning; Annual procurement refreshers are carried out for staff to improve their financial literacy, planning and implementation of budget; Four (4) internal policy documents discussed and finalized to make transparent application of staff entitlements,	Continuous update of data as it allows for better planning using past information.
x. to cultivate a culture of appreciation and allegiance of service to the Public		These values are embedded in the Ministry's service charter and ongoing refreshers by CSU on HR policies including Public service code	

			<p>of conduct; Two trainings were carried out under In country training on positive thinking as a means of motivating staff; Staff satisfaction survey was carried out to gauge staff perception on the Management and the Ministry areas needing improvements; Weekly reminders are sent to staff on HR and administration policies; A welcome package is prepared for all new staff containing all information any new recruit needs to know about the Ministry and the public service; A HR and admin QNA survey was carried out to gauge staff understanding of HR and administrative policies.</p>	
--	--	--	---	--

**Annex 3: List of MCIL Legislations as at 31 June 2012:**

1. Apprenticeship Act 1972	21. Labour and Employment Act 1972
2. Apprenticeship Amendment Act 1994	22. Labour and Employment Regulations 1973
3. Apprenticeship Regulations 1973	23. Measures Ordinance 1960
4. Charitable Trusts Act 1965	24. Miscellaneous Fees Amendment Regulations 1998
5. Companies Act 1955 (NZ)	25. Occupational Safety and Health Act 2002
6. Companies Act 2001	26. Patent (Fees) Regulations 2007
7. Companies Regulations 2008	27. Patents Act 1972
8. Consumer Information Act 1989	28. Public Holidays Act 2008
9. Cooperatives Societies Ordinance 1992	29. Receiverships Act 2006
10. Cooperatives Societies Regulations 1954	30. Samoa Companies Order 1935
11. Copyright Act 1998	31. Securities Act 2006
12. Credit Union Ordinance 1960	32. The Shops Ordinance 1961
13. Daylight Saving Act 2009	33. Trade Commerce and Industry Act 1990
14. Fair Trading (Approved Egg Standard) Regulation 2010	34. Trade, Commerce and Industry Amendment Act 1998
15. Fair Trading Act 1998	35. Trademarks (Fees) Regulations 2007
16. Foreign Investment Act 2000	36. Trademarks Act 1972
17. Incorporated Societies Ordinance 1952	37. Transitional Provisions Act 2006
18. Incorporated Societies Regulations 1973	38. Foreign Investment Amendment Act 2011
19. 8. Industrial Designs (Amendment of Fees Order) 2007	39. Foreign Investment Regulations 2011
20. Industrial Designs Act 1972	