



MINISTRY OF COMMERCE,
INDUSTRY AND LABOUR

CORPORATE PLAN

2024/2025 – 2028/2029



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AND LABOUR

CORPORATE PLAN

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MESSAGE FROM THE MINISTER



I am honoured to present the Ministry of Commerce, Industry, and Labour's (MCIL) Corporate Plan for the next five years, from financial year 2024/2025 to 2028/2029. The development of this Corporate Plan was guided by the Government's vision to 'foster social harmony, safety and freedom for all'.

The Government's commitment to empower communities to cope, adapt, and respond to global challenges and climate change threats to our well-being and prosperity is seen through the economy-wide interventions implemented through communities, such as the District Development Program and the first harvest farm shows. Other noted initiatives include encouraging communities to work for subsistence living and income earning opportunities from micro and small business enterprises, farming and fishing, the labour mobility programmes, and accessing financial assistance programs. MCIL will advocate to nurture growth that benefits all Samoans by strengthening community participation through relevant Government interventions as well as building resilience and stimulate innovation in our economy.

This Plan provides a coherent set of strategies, coordinated actions and resource requirements to enable MCIL play a vital role in Samoa's eco-socio development as envisioned in the Pathway for the Development of Samoa (PDS) in collaboration with the Trade Commerce and Manufacturing Sector Plan (TCMSP). We expect challenges and changes in our policy interventions, however, we will focus on developing the skills of our people, and strengthening a monitoring mechanism to support our advocacy role. The priorities set out in this Plan aim to address these challenges, and to develop opportunities to build a diversified and sustainable environment for the social wellbeing of our people.

I acknowledge the valuable contribution of our stakeholders, in the development of this important document and we look forward to working collaboratively in the implementation of this plan in the next five years.

A handwritten signature in black ink, appearing to read 'Laki Sio'.

Honorable Leota Lamositele Laki Sio

MINISTER OF COMMERCE INDUSTRY AND LABOUR



FOREWORD FROM THE CEO



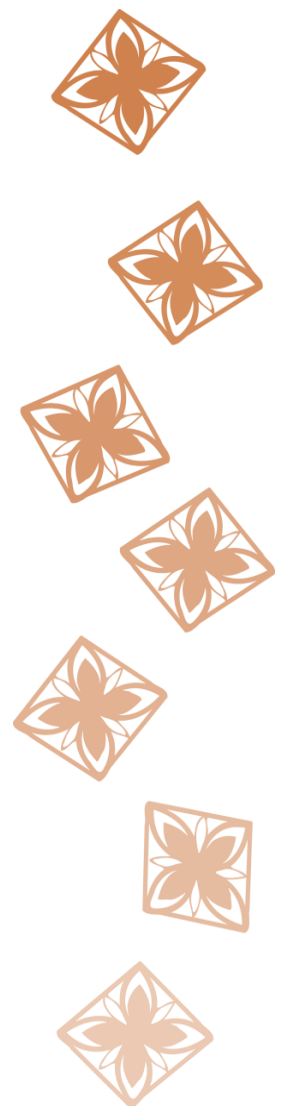
Our strategies and intentions are aimed at improving the wellbeing of our business community and consumers. Our set priorities for the 2024/2025-2028/2029 period will revolve around three goals and they are: (1) Foster innovation and entrepreneurship to drive economic growth (2) Increase overall economic productivity and competitiveness; and; (3)

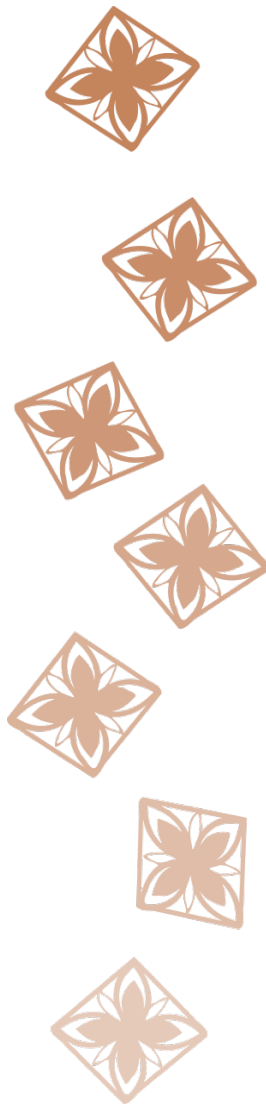
Strengthen collaboration and partnerships among stakeholders to achieve shared objectives. MCIL is taking an inclusive approach in strategically planning the implementation of the above goals, where we should direct our efforts to achieve the outcomes we want to achieve. At the same time, we will focus our efforts on building the technical capacity of our organisation. To be able to succeed in doing so, we take advantage of every opportunity presented to us to respond to new challenges as they arise.

Within this corporate planning period, MCIL intends to continue to strengthen our partnerships and collaboration with our stakeholders and development partners in our effort to provide an enabling environment for business growth and creating employment opportunities for our people. This will ultimately lead to the achievement of Key Outcome 2: Diversified and Sustainable Economy and its Key Priority Area 9 Business Innovation and Growth envisioned in our Pathway for the Development of Samoa, and the Trade Commerce and Manufacturing Sector Outcomes 3: Sustainable business development and employment generation increased and Outcome 6: Enabling Environment for sector development strengthened.

A handwritten signature in blue ink, which appears to read 'Pulotu Lyndon Chu Ling'.

Pulotu Lyndon Chu Ling
CHIEF EXECUTIVE OFFICER





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1 | INTRODUCTION

The Ministry of Commerce, Industry and Labour (MCIL) was established in 2003 under the Ministerial and Departmental Arrangements Act consolidating the former Department of Labour; Commerce and Industry divisions of the former Department of Trade, Commerce, and Industry; and the Registry of Companies division of the former Department of Justice. The MCIL streamlines its roles and responsibilities through the nine Divisions.¹

The MCIL's purpose is to foster economic growth and prosperity in the private sector by promoting business interest through advocacy of public-private partnership through more than 30 legislation and regulatory frameworks. It encourages industry development, foreign investment and guarantees the rights of citizens to participate in the economy of Samoa. It also set standards to regulate fair competitive practices to promote a level playing field in commercial trading.

The MCIL's labour-related functions include the administering of the Apprenticeship Scheme, providing Employment services, conducting labour market surveys and reporting findings. It also administers the Labour and Employment Relations Amendment Act which sets standards to regulate decent and fair work practices for employers and employees. The MCIL's Legal and Policy framework is presented in Appendix 2.

At the national level, MCIL supports the implementation and achievement of the Pathway for the Development of Samoa Key Strategic Outcome 2, specifically Key Priority Areas (KPA) 9 (Business Innovation and Growth). The work MCIL does also have strong linkages to KPA 7 (Agriculture, Fisheries and Aquaculture Productivity), KPA 8 (Tourism Revitalisation), and KPA 11 (Macroeconomic Stability). The MCIL also leads and facilitates the implementation of the Trade, Commerce and Manufacturing Sector priorities. This Corporate Plan connects these national development priorities with the mandated functions and public government services provided by the MCIL. In addition, this document presents the MCIL's planning for the next five financial years from 2024/2025 to 2028/2029.

¹ Apprenticeship, Employment, and Labour Market Division (AELM); Corporate Services Unit (CSU); Fair Trading and Competition Division (FTCD); Industrial Relations, Occupational Safety and Health, Work Permits Division (IROSHWP); Industry Development and Investment Promotion Division (IDIPD); Information Communication Technology (ICT), Legal Unit (LU); Policy, Planning and Project Management Division (PPPMD); Registries of Companies and Intellectual Properties Division (RCIP).

2 | OPERATING ENVIRONMENT

The MCIL operates in Samoa with links to international organisations and other countries through multilateral and bilateral agreements and arrangements. The Ministry also facilitates the registration and regulating of foreign direct investments (FDI).

2.1| SAMOA'S CONTEXT

Samoa is classified as a lower-middle income economy. This is based on the World Bank Atlas method for fiscal year 2023 where lower-middle economies are those with a Gross National Income (GNI) per capita between USD 1,086.00 and USD 4,255.00. The population count for Samoa in the 2021 Census is 205,557. Samoa's GDP amounted to 1.94 billion tala at constant prices in 2021, with GDP per capita estimated at 9,451 tala. The COVID-19 pandemic had a severe impact on the economy of Samoa with the GDP growth noting a decline of 2.3 percent in 2021. Moreover, Samoa receives significant remittances with aggregate value estimated at 662 million tala in 2021.

The structure of Samoa's economy has significantly changed over the last decade, before COVID-19, with expansion of the tertiary sectors from 65.0 percent of GDP to 74.0 percent. Over the same period the secondary sectors have declined from 25.9 percent of GDP to 15.9 percent with much of this decline associated with closure of the Yazaki vehicle components business. The primary sectors have been relatively stable between 9-10 percent of GDP. The biggest decline has been in manufacturing which fell from 7.5 percent to 2.3 percent of GDP. Accommodation and Restaurants, and Financial Services have been the most successful sectors, with the latter increasing from 3.9 to 9.0 percent of GDP. Refer to Table 1 below for more information.

Table 1: Percent Share of GDP by Sector (and industries) from 2010 to 2019

Sector	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	% Change
Primary	9.1	9.7	9.4	9.6	8.6	8.9	10.0	10.3	9.4	10.1	11.4
Agriculture	7.3	6.9	6.9	7.5	6.7	6.2	7.1	7.6	7.2	8.1	12.2
Fishing	1.8	2.8	2.4	2.1	1.9	2.7	3.0	2.7	2.2	2.0	8.1
Secondary	25.9	26.0	26.0	25.7	18.1	18.1	17.1	15.9	14.6	15.9	-38.9
Food & Beverage Manufacturing	4.1	3.7	3.7	3.8	4.3	4.0	4.0	3.8	3.6	3.8	-8.7
Other Manufacturing	7.7	7.0	7.1	6.9	4.5	4.1	4.1	3.5	2.2	2.3	-70.0
Construction	10.5	11.2	10.9	11.0	6.4	7.3	6.3	5.7	6.2	6.8	-35.1
Electricity & Water	3.6	4.1	4.3	4.1	3.0	2.7	2.7	2.9	2.7	3.0	-18.3
Tertiary	65.0	64.3	64.7	64.7	73.3	73.0	72.9	73.8	75.9	74.0	13.9
Commerce	28.8	30.1	30.3	31.9	30.5	29.3	29.9	30.6	32.9	32.2	11.8
Accommodation & Restaurants	1.5	2.0	1.9	1.6	1.6	2.0	2.0	2.2	2.1	2.5	65.0
Transport	5.1	4.1	3.8	3.2	4.9	4.8	4.5	4.0	3.6	3.7	-27.3
Communication	5.6	4.2	3.6	3.9	6.2	7.3	7.4	7.3	7.1	6.7	19.0
Public Administration	6.9	7.0	7.6	7.4	8.5	8.4	8.4	8.4	8.2	8.3	20.7
Financial Services	3.9	3.4	3.5	4.0	7.4	7.4	7.6	8.0	8.9	9.0	130.0
Business Services	3.1	3.3	3.5	2.9	3.8	4.0	3.7	4.0	4.1	3.1	-1.6
Ownership of dwellings	5.5	5.4	5.5	5.5	6.6	6.2	6.0	6.1	6.0	5.9	7.6
Personal & Other Services	4.6	5.1	5.0	4.2	3.7	3.6	3.4	3.2	2.9	2.7	13.9

Source: SBS Statistical Abstracts and CBS Quarterly Bulletin (September 2020)

The following Table 2 shows the economy's recovery following COVID-19 which has been slow with most industries noting further decline from pre-pandemic 2019 figures. The primary and secondary sectors noted further contractions post-COVID-19, with the tertiary sector slightly increasing due to the significant increases in "Financial Services" and "Ownership of dwellings".

Table 2: Percent Share of GDP by Sector (and industries) from 2020 to 2022

Sector	2020	2021	2022	% Change since 2019
Primary	9.6	9.8	9.5	-6.0
Agriculture	8.2	8.3	8.3	2.5
Fishing	1.4	1.5	1.2	-40.0
Secondary	12.8	12.8	12.7	-20.1
Food & Beverage Manufacturing	3.1	3.2	3.6	-5.3
Other Manufacturing	1.5	1.5	1.8	-21.7
Construction	5.0	4.6	3.9	-42.6
Electricity & Water	3.2	3.5	3.4	13.3
Tertiary	77.1	76.7	76.9	3.92
Commerce	28.4	26.6	25.3	-21.43
Accommodation & Restaurants	0.8	0.8	1.1	-56.0
Transport	2.5	2.4	2.4	-35.1
Communication	5.3	5.8	4.7	-29.8
Public Administration	9.8	10.4	10.6	27.7
Financial Services	16.3	16.6	16.9	87.8
Business Services	2.1	1.3	1.9	-38.7
Ownership of dwellings	8.7	9.3	9.7	64.4
Personal & Other Services	3.2	3.5	4.3	59.3
<i>Source: SBS Statistical Abstracts and CBS Quarterly Bulletin (July 2023)</i>				

2.2| BUSINESSES IN SAMOA

There are two pathways for business registration in Samoa with the first being companies and foreign investment enterprises requiring prior registration with MCIL, before applying for business licensing with the Ministry of Customs and Revenue (MCR). The second are local sole-traders that could apply directly for business licensing with the MCR. In 2022, there were 1,472 companies registered with the MCIL with 246 of those companies registering foreign shareholders. These 1,472 companies noted a total of 4,950 shareholders (1,892 female; 3,058 male) and 4,410 directors (1,425 female; 2,985 male).

Since the national accounts are divided into only 15 sectors (2 primary, 4 secondary and 9 tertiary) the national accounts can only provide a general assessment of sectoral trends. A more detailed assessment can be obtained from assessing sectors according to the International Standard Industrial Classification (ISIC) system. ISIC classifies businesses into 21 sectors (A-U) and 86 divisions (2-digit codes). There are also much larger groups (3-digit codes) and classes (4-digit codes). The business licensing with MCR classifies registered businesses at class level. The number of registered businesses by sector and division provides a general indication of the pattern of business activity in Samoa.

The 2021 business license data from MCR indicated the total number of registrations being 6,242 (this is larger than the number of registered businesses since licenses are issued by activity and location), up from 4,182 in 2015. This is disaggregated by ISIC Sector in Table 3 below, where over 50% of the registrations are in two sectors: Sector G: wholesale and retail, repair of motor vehicles (31%); and Sector H: transportation and storage (20%). Most of these businesses are retailers and transport operators such as taxis, buses, and trucking businesses.

Table 3: MCR business licensing by ISIC Sector, 2021

ISIC Sector	Number of Business License issued	% of Total
G: Wholesale & retail trade; repair of motor vehicles	2,035	32.6
H: Transportation & storage	1,379	22.1
I: Accommodation & food services	419	6.7
N: Administrative & support services	400	6.4
F: Construction	386	6.2
C: Manufacturing	355	5.7
M: Professional, scientific & technical activities	311	5.0
K: Financial & insurance services	199	3.2
S: Other services	170	2.7
L: Real estate services	161	2.6
A: Agriculture, forestry, & fishing	133	2.1
J: Information & communication	99	1.6
Q: Human health & social work	49	0.7
E: Water supply, sewerage, waste management & remediation	42	0.7
R: Arts, entertainment, & recreation	41	0.7
P: Education	31	0.5
D: Electricity, gas, steam, & air conditioning supply	13	0.2
O: Public administration and defence; compulsory social security	12	0.2
B: Mining & quarrying	5	0.1
T: Activities of household as employers; undifferentiated goods- and services-producing activities of households for own use	2	0.0
Total	6,242	100

Source: MCR Business Licensing data (November 2021)

2.3| EMPLOYMENT IN SAMOA

Employment data provide another perspective on the importance of various industry sectors. Table 4 below shows the pattern of employment in terms of the number of employees and employers per ISIC sector. The table shows significant decline in employment numbers which may be attributed to the impacts of the COVID-19. All sectors noted decrease in employee numbers except for sectors “D: Electricity, gas, steam, and air conditioning” and “N: Administrative and support services”. The sectors employing about 50 percent of employees are “G: Wholesale and retail trade, repair of motor vehicles”, “I: Accommodation and food services”, and “C: Manufacturing”. Formal/registered employment in agriculture, forestry and fishing appears to be very low, because most work in this

sector is performed by family members or informally² employed persons hired by un-registered family businesses.

There was an increase in employers for all sectors except for “B: Mining and quarrying”, “D: Electricity, gas, steam, and air conditioning supply”, “L: Real estate services”, and “R: Arts, entertainment and recreation”. The sectors with the most employees also have the most employers, which aligns with the data presented in Table 3 above.

Table 4: Employee and Employers Numbers in 2019 and 2021 (excluding core Public Service)

ISIC Sector	Total Employees (2019)	Total Employees (2021)	% Change	Total Employers (2019)	Total Employers (2021)	% Change
A: Agriculture, forestry, & fishing	31	8	-74.2	2	2	0.0
B: Mining & quarrying	6	-	-100	1	-	-100
C: Manufacturing	1,666	1,163	-30.2	72	99	37.5
D: Electricity, gas, steam, & air conditioning supply	325	337	3.7	5	4	-20.0
E: Water supply, sewerage, waste management & remediation	397	118	-70.3	8	9	12.5
F: Construction	1,459	806	-44.8	33	35	5.7
G: Wholesale & retail trade; repair of motor vehicles	5,068	3,351	-33.9	316	361	14.2
H: Transportation & storage	1,366	654	-52.1	30	49	63.3
I: Accommodation & food services	2,464	1,578	-35.9	155	173	11.6
J: Information & communication	469	433	-7.7	17	17	0.0
K: Financial & insurance services	1,093	838	-23.3	39	40	2.6
L: Real estate services	206	24	-88.3	6	3	-50.0
M: Professional, scientific & technical activities	320	300	-6.25	44	46	4.5
N: Administrative & support services	549	716	30.4	48	60	25.0
O: Public administration and defence; compulsory social security	460	337	-26.7	7	12	71.4
P: Education	785	571	-27.3	32	36	12.5
Q: Human health & social work	252	219	-13.1	16	25	56.3
R: Arts, entertainment, & recreation	240	157	-34.6	18	12	-33.3
S: Other services	1,139	537	-52.9	83	89	7.2
Total	18295	12,147	-33.6	932	1072	15.0

Source: Labour Market Surveys (2019 & 2021) data

² Informal employment refers to the type of employment where the diversified set of economic activities, enterprises, jobs, and workers are not regulated or protected by the Government; have no explicit or written contracts of employment; no certain employment benefits (such as severance pay, paid sick and annual leave, statutory deductions, etc.); or for which labour laws are not applied/enforced. (ILO)

3 | LESSONS FROM THE PREVIOUS CORPORATE PLAN

A final evaluation of the previous MCIL Corporate Plan (FY2016/2017–FY2019/2020) was conducted internally yielding the following lessons:

- The inter-connectivity of the MCIL Corporate Plan with existing overarching development plans need to be strengthened, especially the connecting of overarching goals down to the intended actions.
- The activities proposed were relevant policing interventions in-line with the mandated functions of MCIL. The limitations of the MCIL operations lie in the lack of interventions that specifically target what it proposed to do: Private sector development; Maintaining a healthy and competitive market; and Employment generation. Nonetheless, there were activities that specifically addressed these targets, but to a limited extent.
- Notwithstanding the challenges mentioned above, the activities set out in the MCIL-CP have been effectively and efficiently implemented where 68% of the MCIL-CP activities achieved 80-100% completion rate; 22% were 50-79% completed; and 11% were not achieved or behind schedule.
- The MCIL-CP not only identified priority areas and specific targets to be achieved by each division and the Ministry over the planning period, but it also highlighted areas with capacity building needs in terms of human resource development, institutional restructure, and systems development or upgrade. Through the MCIL-CP, the Ministry has leveraged funding assistance to upgrade existing systems and establish new online platforms such as the OneMCIL database, MCIL website revamp, online registry for companies, labour market information system, Samoa Trade Information Portal, etc. Further, the Ministry had conducted internal capacity building trainings for staff development and nominated suitable candidates to attend relevant external trainings hosted locally (through other ministries and accredited institutions/training providers such as PSC, APTC, NUS, USP etc) and internationally (in partnership with overseas donors) to obtain proper skillsets required to improve the work and services of MCIL. The MCIL mandate continuously reforms to accommodate external and internal changes, for instance the transitioning of seasonal employment work from MPMC to MCIL in 2017.
- It is proposed for the next planning cycle to consider the re-aligning of the Ministry mandate to common functions across the divisions. This would ensure an integrated approach to the Ministry's work. Moreover, the removing of divisional boundaries would naturally propel continuous and cohesive momentum of work, as there would be a sense of collective ownership and accountability for actions and their outcomes.

4 | STATEMENT OF INTENT

The Ministry serves the People of Samoa in alignment with its mandated functions, and the overarching intentions of the Government as stipulated in the Pathway for the Development of Samoa (PDS).

4.1| GOVERNMENT PRIORITIES

The Government has adopted a set of Key Strategic Outcomes (KSOs) and KPAs to drive across government programmes to achieve its vision in fostering social harmony, safety, and freedom for all. These KSOs are: (1) Improved Social Development; (2) Diversified and Sustainable Economy; (3) Security and Trusted Governance; (4) Secured Environment and Climate Change; and (5) Structured Public works and Infrastructure.

The Government is committed to grow a diversified economy that is sustainable and resilient to global, regional, and national challenges. MCIL has a key role in building a diversified and sustainable economy through KPA 9 (Business Innovation and Growth) which aspires to improve efficiency and increase income and employment with potential foreign exchange earnings, as well as increasing opportunities for businesses.

4.2| MCIL STRATEGIC FRAMEWORK

4.2.1| Our Role

MCIL's mandate is made up of more than 30 pieces of legislation (Appendix 2) that guide its work in facilitating a business enabling environment; attracting and promoting investment opportunities; enhancing industry productivity; enforcing fair trade and promoting a healthy and competitive market; enabling employment creation; and enforcing standards for fair and decent employment.

4.2.2| Our Vision

To deliver on Government's vision of building a diversified and sustainable economy, our strategic intentions are driven by our vision which is for ***"Samoa to have a productive economy that provides sustainable opportunities for its people."***

4.2.3| Our Mission

Our mission is to ***"Reduce poverty by increasing economic activities and opportunities for Samoans."***

4.2.4| Our Values

We commit and adhere to the values set out by the Public Service Commission for all public servants in the performance of our mandated roles:

- **Honesty:** Acting honestly, being truthful and abiding by the laws of Samoa.
- **Impartiality:** Providing impartial advice, acting without fear or favour, and making decisions on their merits.
- **Service:** Serving the people well, through faithful service to the Government.
- **Respect:** Treating the people, the Government and colleagues with courtesy and respect.
- **Transparency:** Taking actions and making decisions in an open way.
- **Accountability:** Being able to explain the reasons for actions taken and taking responsibility for those actions.
- **Efficiency and Effectiveness:** Achieving good results for Samoa in an economical way.

4.2.5| Our Strategies

The success in achieving our intentions over the next five years relies on close partnerships with our Stakeholders, Development Partners, and Government Agencies across the various Sectors of the Economy. We value their contributions in the pursuing of our long-term intentions of building a diversified and sustainable economy. Therefore, understanding Stakeholder needs enable us to negotiate with our partners viable solutions to address them through achieving our planned strategies. Given our working relationship and experience with our key Stakeholders we understand that their needs would include:

- Employment and income generation opportunities,
- Assistance and increased opportunities for growth for their businesses,
- Protection of their rights and resources,
- Solutions to their business- and employment-related problems,
- Real-time availability of information and data that's critical to their business decisions,
- Simplified, harmonised, and streamlined Government procedures,
- Accessible, equitable, and responsive platform for grievances,
- Advice on, and enforcement of business and labour laws,
- Training and capacity building opportunities,
- Advocating, negotiating, and facilitating public interest.

In line with the Government's overarching strategic direction and our vision and mission above, with the anticipated impact that we want to make being "reduced poverty and increased economic growth", the following strategies (Outcomes, Outputs, and Activities) are proposed for action. This is also illustrated in the "Theory of Change" presented in Appendix 1.

4.2.5.1 | Outcomes and their Indicators

The following **Outcomes** are proposed to guide our work:

- Increased returns for employers and growth of their businesses.
- Increased decent job opportunities, incomes and improving working conditions for all,
- Increased coordination and alignment among stakeholders in the implementation of initiatives and policies to support the achieving of our goals

Overarching Indicators are proposed to be drawn from the following sources to monitor and measure against the progress of the above Outcomes:

- Labour Market Survey data, collected biennially by MCIL,
- Formal employment and wages data reported quarterly from the Samoa Bureau of Statistics (SBS),
- Business setup data (companies' registration, foreign investment registration, business licensing, etc.), maintained annually by MCIL and the Ministry for Customs and Revenue (MCR),
- Real Gross Domestic Product (GDP) by Industry reported quarterly by SBS and the Central Bank of Samoa (CBS).

4.2.5.2 | Outputs

The above Outcomes are streamlined through the following **Outputs**:

- **Facilitate and promote a business enabling environment (BEE):**
 - Incorporate 300 new companies,
 - Increase registered intellectual properties by 30%,
 - Maintain 100% approval rate for other registries,
 - 50% successful implementation of the National Industry Development Policy,
 - Complete the Review of the Foreign Investment legislation,
 - Increase active foreign investment enterprises by 30%,
 - 70% successful implementation of the Micro, Small, Medium Enterprises Policy,
 - 100% businesses compliant with competition rules,
 - 90% consumer grievance cases resolved,
 - 100% of retailers are compliant of Metrology Act.

- **Facilitate opportunities for employment creation (OEC) and enforce decent work standards and relations (DWSR):**
 - Jobseeker scheme to reach 60% placement rate,
 - Increase formal employment by 5%,
 - 80% successful implementation of the Samoa National Employment Policy,
 - Adjust the minimum wage to the cost of living,
 - 90% of employment grievances resolved,
 - 40% of businesses are compliant with OSH standards.
- **Improve Policies and Operations to support the achieving of a BEE, OEC, and DWSR:**
 - 90% of workforce are familiar with MCIL legislation, policies, and functions,
 - 80% of budget key performance indicators are achieved,
 - All active projects are effectively and efficiently implemented,
 - 70% of MCIL legislation and policies are updated and monitored,
 - 80% successful implementation of the Trade, Commerce, and Manufacturing Sector Plan,
 - Conduct internal investigations on HR non-compliance and complete irregularity reports for all assets and vehicle related matters,
 - 90% of workforce have completed some form of capacity and professional development programs.

4.2.5.3 | Activities

The following Table 5 presents the **Activities** that are proposed for implementation to achieve the above outputs.

Table 5: Activities proposed to be implemented by MCIL to achieve overarching Strategies

OUTPUTS	ACTIVITIES	RESPONSIBLE MCIL DIVISION(S)
Facilitate and promote a business enabling environment (BEE):		
<ul style="list-style-type: none"> ▪ Incorporate 300 new companies, ▪ Increase registered intellectual properties by 30%, ▪ Maintain 100% approval rate for other registries. 	<ul style="list-style-type: none"> ▪ Register companies, other bodies, and intellectual properties. ▪ Carry out quarterly monitoring of companies, and annual inspections to update the registry for companies. ▪ Carry out examination for trademarks within six months. ▪ Implement public awareness campaigns (advertisements, workshops, etc.) for registering companies, bodies, and intellectual properties. 	<ul style="list-style-type: none"> ▪ Registries of Companies and Intellectual Properties
<ul style="list-style-type: none"> ▪ 50% successful implementation of the National Industry Development Policy, ▪ Complete the Review of the Foreign Investment legislation, ▪ Increase active foreign investment enterprises by 30%, 	<ul style="list-style-type: none"> ▪ Complete the review of the Foreign Investment Act by the end of fiscal year 2023/24. ▪ Review the need for the Trade, Commerce, and Industry Board. ▪ Disseminate the Private Sector Organisation Grant while also reviewing its effectiveness. 	<ul style="list-style-type: none"> ▪ Industry Development and Investment Promotion Division

OUTPUTS	ACTIVITIES	RESPONSIBLE MCIL DIVISION(S)
<ul style="list-style-type: none"> 70% successful implementation of the Micro, Small, Medium Enterprises Policy. 	<ul style="list-style-type: none"> Update the sector/industry profiles on a biennial basis; disseminate the updated versions to potential investors and the public. Coordinate, implement, monitor, and report the Micro, Small, Medium Enterprises (MSME) Policy, and the National Industry Development Policy (NIDP). Review existing incentives and government assistance for businesses, linking it to the MSME Policy, NIDP, investment promotion initiatives, and Sector/Industry profiles. Collaborate with Samoan overseas missions to promote and attract investment into Samoa. Monitor foreign investment enterprises and incentives beneficiaries to ensure compliance with legal provisions. 	
<ul style="list-style-type: none"> 100% businesses compliant with competition rules, 90% consumer grievance cases resolved, 100% of retailers are compliant of Metrology Act. 	<ul style="list-style-type: none"> Implement, monitor, and report the E-commerce Strategy. Develop and disseminate product standards and monitor compliance of producers/suppliers with these standards. Inspect and monitor compliance of businesses with the Competition and Consumer Protection Act. Investigate competition and consumer grievances and provide solutions. Provide secretarial support and advice to the Samoa Competition and Consumer Commission. Inspect and calibrate measuring equipment to ensure consumers are receiving actual size of products they pay for. 	<ul style="list-style-type: none"> Fair Trading, Codex, Consumer Protection, and Metrology Division
Facilitate opportunities for employment creation (OEC) and enforce decent work standards and relations (DWSR):		
<ul style="list-style-type: none"> Jobseeker scheme to reach 60% placement rate, Increase formal employment by 5%, 80% successful implementation of the Samoa National Employment Policy, Adjust the minimum wage to the cost of living. 	<ul style="list-style-type: none"> Conduct awareness for jobseeker services. Establish processes for facilitating and placing job seekers in appropriate jobs. Provide post-placement support to ensure people can maintain their placement. Facilitate the apprenticeship scheme and connect to the Industries and the National University of Samoa to ensure the responsiveness of the scheme to industry demands. Review the relevance of the half-yearly employment returns survey, and the Labour Market Survey; take appropriate action to keep which is relevant. Use this information to guide labour laws, policies, and decisions. Coordinate, implement, monitor, and report the annual progress of the Samoa National Employment Policy. Conduct thorough assessment of foreign employee employment permit applications. All labour divisions of the MCIL to collaborate on implementing a national qualifications and skills matching research to establish a baseline for national labour demand and supply. 	<ul style="list-style-type: none"> Apprenticeship, Employment Services, and Labour Market Division, Industrial Relations, Occupational Safety and Health, and Work Permits Division
<ul style="list-style-type: none"> 90% of employment-related grievances resolved, 	<ul style="list-style-type: none"> Enforce labour laws and standards by conducting inspections, public awareness, training, and capacity 	<ul style="list-style-type: none"> Industrial Relations, Occupational Safety and

OUTPUTS	ACTIVITIES	RESPONSIBLE MCIL DIVISION(S)
<ul style="list-style-type: none"> ▪ 40% of businesses are compliant with OSH standards. 	<p>building initiatives, providing advice and grievance resolution services, etc.</p> <ul style="list-style-type: none"> ▪ Service the National Tri-partite Forum by providing secretarial support, evidence-based advice, facilitating meetings, etc. ▪ Promote occupational safety and health through public awareness campaigns, inspecting compliance, and coordinating efforts. 	<p>Health, and Work Permits Division</p>
<i>Improve Policies and operations to support the achieving of a BEE, OEC, and DWSR:</i>		
<ul style="list-style-type: none"> ▪ 90% of workforce are familiar with MCIL legislation, policies, and functions, ▪ 80% of budget key performance indicators are achieved, ▪ All active projects are effectively and efficiently implemented, ▪ 70% of MCIL legislation and policies are updated and monitored, ▪ 80% successful implementation of the Trade, Commerce, and Manufacturing Sector Plan ▪ Conduct internal investigations on HR non-compliance, complete Irregularity reports for all assets and vehicle related matters, ▪ 90% of workforce have completed some form of capacity and professional development programs. 	<ul style="list-style-type: none"> ▪ Conduct public awareness of MCIL services, ▪ Conduct refresher session on Annual budgeting, build capacity of staff, refine, and improve public service delivery, ▪ Ministry to consolidate monitoring and evaluation efforts, ▪ Effectively and efficiently manage and implement development projects, ▪ Provide Policy Advice on all functions of the Ministry, and its interconnectivity with outside stakeholders, ▪ Develop the Trade, Commerce, and Manufacturing Sector Plan and monitor, evaluate, and report its implementation. ▪ Implement a Ministry-wide Institutional Strengthening Programme ▪ The effectiveness and efficiency of MCIL services is hinged upon the calibre of their systems, therefore the MCIL is required to keep their systems, equipment, and data management systems secure and up to date. ▪ Provide legal advice regarding the mandate of the Ministry in a timely and effective manner when requested internally and by external stakeholders. ▪ Review and update the MCIL mandated legal framework and legislation. 	<ul style="list-style-type: none"> ▪ Corporate Services Unit, ▪ Legal Unit, ▪ Policy, Planning, and Project Management Division

5 | OPERATIONALIZING OUR INTENTIONS

5.1| RESOURCING/FINANCING AND REPORTING

The implementation of our activities to achieve our expected outcomes over the five-year period will be fully financed from the MCIL approved budget allocation for each fiscal year (FY). We will also consider funding assistance from development partners to finance new project programmes. The MCIL's approved budget will fund operational expenditures, which largely comprises of personnel, operating expenses, transactions on behalf of state, and transactions by third parties.

The operationalising of our intentions will be measured by our performance measures and indicators which are reported in our Annual Performance Budget Reviews and Annual Reports every fiscal year. A mid-term review of this Corporate Plan will be conducted in FY2026/2027 to recollect and reassess priorities, with the full-term review at the end of the FY2028/2029 to measure the progress towards achieving of our performance targets.

5.2| OUR WORKFORCE

5.2.1| Our People's Capability

To deliver our mandated roles and services effectively, we make sure our people are empowered with the opportunities to perform their best. We value the diversity of their capabilities, skills, and institutional knowledge. Therefore, we recruit, empower, and develop the right people to deliver on our strategic intentions, as well as providing them opportunities to significantly contribute to the development of Samoa, through:

1. Tertiary Education opportunities: Encouraging staff to pursue higher qualifications privately or through scholarships.
2. Capacity building opportunities: Encouraging participation in local and international short-term trainings, workshops, and meetings through either virtual or face-to-face mode.

Current Workforce Profile (as of June 2023)

- 92 total employees in the service,
- 64% are women and 36% are men,
- A third of the nine senior executive positions (Assistant CEO level and above) are held by women,
- 76% of employees are between the age of 20 – 40,
- 13% of employees are in contract employment, 84% in permanent in which 67% of permanent positions are held by women, & 2% are temporary position holders (short term contracts),
- 67% of employees have attained a Bachelors' degree or higher in the areas of Commerce & Economics, Arts & Development Studies, Management and Public Administration and Computer Studies.

5.2.2| Workforce SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Staff members, who are adequately qualified, experienced and committed, ▪ Knowledge sharing among staff, ▪ Planning and coordination, ▪ Strong internal policies guiding the work of staff, ▪ Capacity building opportunities for staff, ▪ Understand and use Information Technology for effective delivery of services, ▪ Solid HR and finance systems in place, ▪ Effective customer service, ▪ Ability of staff to adapt to new systems and processes. 	<ul style="list-style-type: none"> ▪ Loss of institutional knowledge when staff leave the Ministry, ▪ Insufficient staff trained in the right technical areas – capability gaps analysis, ▪ Limited knowledge and skills of staff to apply legislative requirements (old and new) in the performance of service to clients. ▪ Staff not fully committed to do the work they are assigned.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Staff access to training opportunities locally and internationally ▪ Develop staff professional development programs, ▪ Institutional knowledge ▪ Short-term training and long-term study opportunities through scholarship offers by donors and Government, ▪ Professional development opportunities offered by development partners and training institutions 	<ul style="list-style-type: none"> ▪ High turnover due to higher-paid opportunities elsewhere, ▪ Budget constraints lead to non-achievement of plans, ▪ Occupational safety and health risks, ▪ Staff reluctant to take up study opportunities due to strict public service policies regarding long term study leave.

5.2.3| Our Workforce Goals

We have set out five inter-related workforce goals to support the delivery of our strategic intentions. These goals will empower our workforce and improve their capacities and morale to deliver on their work, in this planning cycle.

Table 6: MCIL Workforce Goals

GOALS	ACTIVITIES	OUTPUTS	RESPONSIBLE
(1) Sufficient staff with the right skills in our core areas of our operations to respond promptly and effectively to our clients and stakeholders	<ul style="list-style-type: none"> ▪ Recruit the right staff nationally and internationally, ▪ Participate in Public Service Day Career Exhibition 	<ul style="list-style-type: none"> ▪ Attract potential staff through hire as part timers to the Ministry for capacity building, ▪ 100% of Recruitment and selection decisions are approved with no appeals 	Management team
(2) Having a strong mix of high-caliber motivated	<ul style="list-style-type: none"> ▪ Enhance opportunities for all staff, enabling them to 	<ul style="list-style-type: none"> ▪ 95% of staff are given opportunities to seek higher qualifications and training 	Senior Executive Team

GOALS	ACTIVITIES	OUTPUTS	RESPONSIBLE
client-responsive staff working in partnership	continually enhance their skills, so they can reach their full potential in contributing to our mission, <ul style="list-style-type: none"> ▪ Systematically identify workforce requirements for the recruited staff nationally and internationally 	opportunities both locally and internationally, on the job training, mentoring, formal Training, and self-study/research, <ul style="list-style-type: none"> ▪ 100% of staff participate in knowledge sharing sessions, ▪ Review organizational structure and demand for type of staff needed to achieve objectives. ▪ Conduct job reclassifications of technical positions to match qualifications and skill set of staff 	
(3) Empower and reward our staff through recognizing their contribution in the delivery of the Ministry's priorities	<ul style="list-style-type: none"> ▪ Recognize staff performance through non-financial awards. ▪ Enforce Performance Management system for all staff 	<ul style="list-style-type: none"> ▪ Lower staff turnover. ▪ Encourage inclusion of staff in decision making at divisional level and management ▪ 100% of staff have been appraised and developed performance plans every year 	Management team
(4) Promote and secure excellent leadership and management	<ul style="list-style-type: none"> ▪ Actively encourage employees to participate in professional development programs. 	<ul style="list-style-type: none"> ▪ Management team to attend some form of Leadership Training Program. ▪ All senior executive appraisals and performance plans are submitted to the PSC on time. ▪ Delegate challenging projects to staff to build capacity and as a breeding platform to learn new skill sets for high level negotiations and decision-making. ▪ Encourage open communications between Senior Executives and all level of staff. 	Senior Executives
(5) Create and maintain a progressive, collaborative, and healthy working environment.	<ul style="list-style-type: none"> ▪ Conduct bi-annual Staff Satisfaction Survey ▪ Enforce OSH policy, ▪ Encourage staff to participate in social activities, ▪ All staff are provided with the proper assets and equipment, information, and communication technology tools for effective service delivery to our clients and stakeholders 	<ul style="list-style-type: none"> ▪ Increased collaboration across the Ministry, celebrating success, actively follow through on initiatives aimed at increasing engagement levels and reviewing delegations and processes 	All staff CSU

5.3| OUR OPERATIONS

The Ministry's mandate derives from the 30 pieces of legislation it administers and provides the key responsibilities in support of national development objectives as highlighted in the Pathway for the Development of Samoa (PDS). Appendix 2 provides the List of MCIL Legislation. There is a challenge in reviewing and updating the legislation under the Ministry; this is seen as a catalyst for businesses to adapt to new legal requirements in-line with international best practices. Hence, upskilling of MCIL staff is needed to ensure the Ministry works at its full potential in partnering with the Private Sector to reform and enforce MCIL's mandate to mitigate any opposition from businesses and the public.

Our strategic intentions are streamlined through the operations of nine Divisions (Apprenticeship, Employment Services, and Labour Market Division [AELM], Corporate Services Unit [CSU], Fair Trading, Codex, Consumer Protection, and Metrology Division [FTCCPM], Industrial Relations, Occupational Safety and Health, and Work Permits Division [IROSHWP], Industry Development and Investment Promotion Division [IDIP], Information Communication and Technology Division [ICT], Legal Unit [LU], Policy Planning & Project Management Division [PPPM], and the Registries of Companies and Intellectual Properties [RCIP]) which are mandated under the various pieces of legislation to administer regulatory frameworks that facilitate a business enabling environment and employment creation, together with promoting and enforcing decent employment. Appendix 3 provides the MCIL Organisational structure.

5.3.1| Implementation Plan for Monitoring and Reporting

The following Implementation Plan is for the monitoring and reporting the work of MCIL and its Divisions to progress the implementation of its strategic intentions.

Table 7: Implementation Plan to Monitor & Report Progress of Strategic Intentions

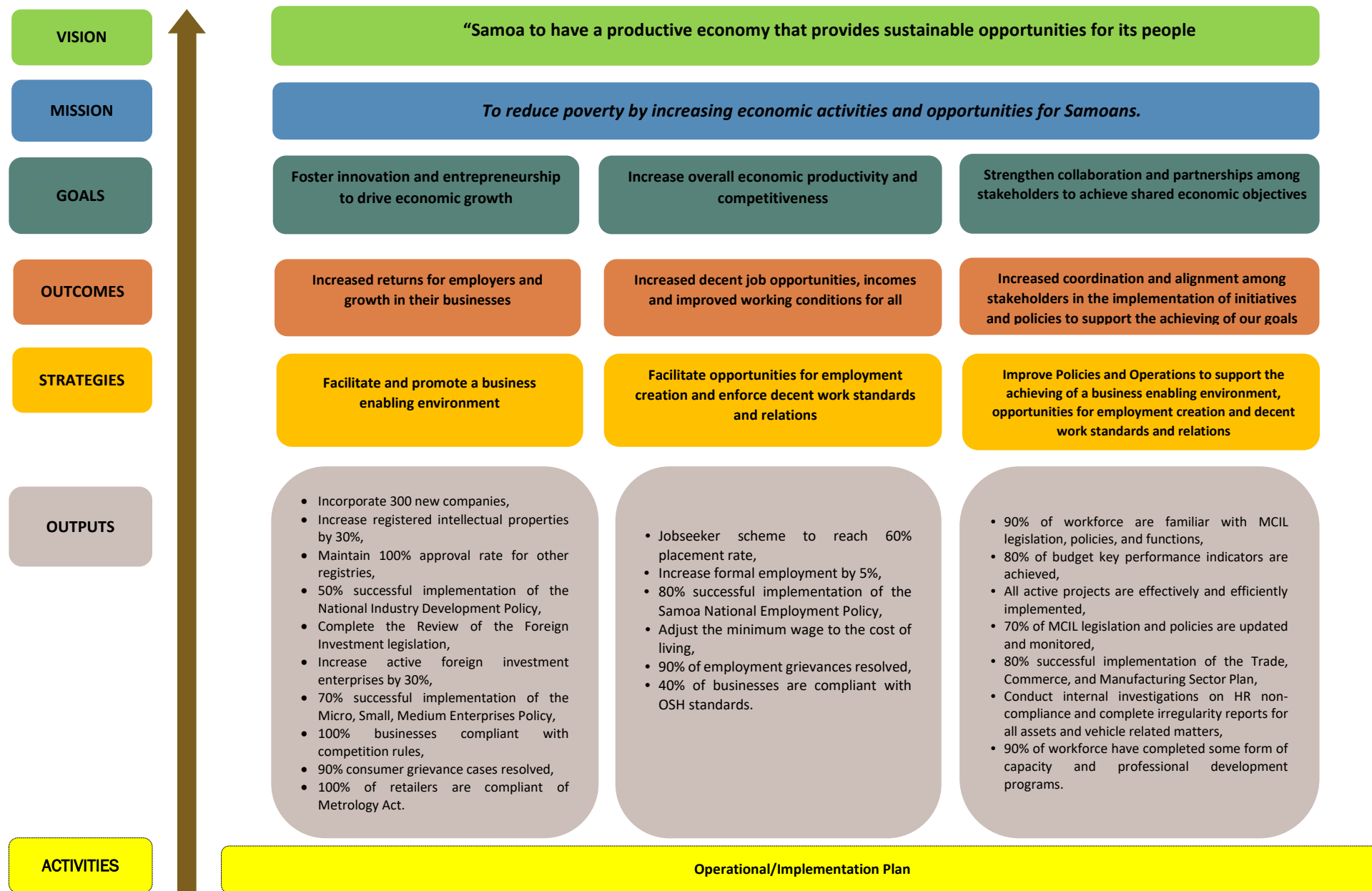
OUTPUTS	ACTIVITIES	IMPLEMENTATION FREQUENCY/DEADLINE	RESPONSIBLE MCIL DIVISION(S)
Facilitate and promote a business enabling environment (BEE):			
<ul style="list-style-type: none"> ▪ Incorporate 300 new companies, ▪ Increase registered intellectual properties by 30%, ▪ Maintain 100% approval rate for other registries. 	Register companies, other bodies, and intellectual properties.	Frequency of implementation: Daily	RCIP
	Carry out quarterly monitoring of companies, and annual inspections to update the registry for companies.	Frequency of Implementation: Quarterly	RCIP
	Carry out examination for trademarks within six months.	Frequency of Implementation: Biannually	RCIP
	Implement public awareness campaigns (advertisements, workshops, etc.) for registering companies, bodies, and intellectual properties.	Frequency of Implementation: Quarterly	RCIP
<ul style="list-style-type: none"> ▪ 50% successful implementation of the National Industry Development Policy, ▪ Complete the Review of the Foreign Investment legislation, ▪ Increase active foreign investment enterprises by 30%, ▪ 70% successful implementation of the Micro, Small, Medium Enterprises Policy. 	Complete the review of the Foreign Investment Act by the end of fiscal year 2024/25.	Implementation deadline: End of FY2024/25	IDIPD
	Review the need for the Trade, Commerce, and Industry Board.	Implementation deadline: End of FY2024/25	IDIPD
	Disseminate the Private Sector Organisation Grant while also reviewing its effectiveness.	Frequency of implementation: Annually	IDIPD
	Update the sector/industry profiles on a biennial basis; disseminate the updated versions to potential investors and the public.	Frequency of implementation: Biennial	IDIPD
	Coordinate, implement, monitor, and report the Micro, Small, Medium Enterprises (MSME) Policy, and the National Industry Development Policy (NIDP).	Frequency of Implementation: Daily for implementation and monitoring; and quarterly for reporting.	IDIPD
	Review existing incentives and government assistance for businesses, linking it to the MSME Policy, NIDP,	Implementation deadline: End of FY2024/25	IDIPD

OUTPUTS	ACTIVITIES	IMPLEMENTATION FREQUENCY/DEADLINE	RESPONSIBLE MCIL DIVISION(S)
	investment promotion initiatives, and Sector/Industry profiles.		
	Collaborate with Samoan overseas missions to promote and attract investment into Samoa.	Frequency of Implementation: <i>Biannually</i>	IDIPD
	Monitor foreign investment enterprises and incentives beneficiaries to ensure compliance with legal provisions.	Frequency of Implementation: <i>Monthly</i>	IDIPD
<ul style="list-style-type: none"> 100% businesses compliant with competition rules, 90% consumer grievance cases resolved, 100% of retailers are compliant of Metrology Act. 	Implement, monitor, and report the E-commerce Strategy.	Frequency of Implementation: <i>Daily for implementation and monitoring; and quarterly for reporting.</i>	FTCCPM
	Develop and disseminate product standards and monitor compliance of producers/suppliers with these standards.	Frequency of Implementation: <i>At least 3 different product standards are developed annually, with monitoring compliance to be done on a quarterly basis.</i>	FTCCPM
	Inspect and monitor compliance of businesses with the Competition and Consumer Protection Act.	Frequency of Implementation: <i>Compliance monitoring to be done monthly; with their reporting done annually.</i>	FTCCPM
	Investigate competition and consumer grievances and provide solutions.	Frequency of Implementation: <i>Daily</i>	FTCCPM
	Provide secretarial support and advice to the Samoa Competition and Consumer Commission.	Frequency of Implementation: <i>Quarterly</i>	FTCCPM
	Inspect and calibrate measuring equipment to ensure consumers are receiving actual size of products they pay for.	Frequency of Implementation: <i>Monthly</i>	FTCCPM
Facilitate opportunities for employment creation (OEC) and enforce decent work standards and relations (DWSR):			
<ul style="list-style-type: none"> Jobseeker scheme to reach 60% placement rate, Increase formal employment by 5%, 80% successful implementation of the Samoa National Employment Policy, Adjust the minimum wage to the cost of living. 	Conduct awareness for jobseeker services.	Frequency of Implementation: <i>Quarterly</i>	AELM
	Establish processes for facilitating and placing job seekers in appropriate jobs.	Implementation deadline: <i>End of FY2024/25</i>	AELM
	Provide post-placement support to ensure people can maintain their placement.	Frequency of Implementation: <i>Monthly</i>	AELM
	Facilitate the apprenticeship scheme and connect to the Industries and the National University of Samoa to ensure the responsiveness of the scheme to industry demands.	Frequency of Implementation: <i>Quarterly</i>	AELM
	Review the relevance of the half-yearly employment returns survey, and the Labour Market Survey; take appropriate action to keep which is relevant. Use this information to guide labour laws, policies, and decisions.	Implementation deadline: <i>End of FY2024/25</i>	AELM
	Coordinate, implement, monitor, and report the annual progress of the Samoa National Employment Policy.	Frequency of Implementation: <i>Daily for implementation and monitoring; and quarterly for reporting.</i>	AELM

OUTPUTS	ACTIVITIES	IMPLEMENTATION FREQUENCY/DEADLINE	RESPONSIBLE MCIL DIVISION(S)
	Conduct thorough assessment of foreign employee employment permit applications.	Frequency of Implementation: <i>Daily</i>	IROSHWP
	All labour divisions of the MCIL to collaborate on implementing a national qualifications and skills matching research to establish a baseline for national labour demand and supply.	Implementation deadline: <i>End of FY2025/26</i>	AELM & IROSHWP
<ul style="list-style-type: none"> 90% of employment-related grievances resolved, 40% of businesses are compliant with OSH standards. 	Enforce labour laws and standards by conducting inspections, public awareness, training, and capacity building initiatives, providing advice and grievance resolution services, etc.	Frequency of Implementation: <i>Daily</i>	IROSHWP
	Service the National Tri-partite Forum by providing secretarial support, evidence-based advice, facilitating meetings, etc.	Frequency of Implementation: <i>Quarterly</i>	IROSHWP
	Promote occupational safety and health through public awareness campaigns, inspecting compliance, and coordinating efforts.	Frequency of Implementation: <i>Public awareness done quarterly, with inspections to be done monthly.</i>	IROSHWP
Improve Policies and operations to support the achieving of a BEE, OEC, and DWSR:			
<ul style="list-style-type: none"> 90% of workforce are familiar with MCIL legislation, policies, and functions, 80% of budget key performance indicators are achieved, All active projects are effectively and efficiently implemented, 70% of MCIL legislation and policies are updated and monitored, 80% successful implementation of the Trade, Commerce, and Manufacturing Sector Plan Conduct internal investigations on HR non-compliance, complete Irregularity reports for all assets and vehicle related matters, 90% of workforce have completed some form of capacity and professional development programs. 	Effectively and efficiently manage and implement development projects.	Frequency and deadline for Implementation: <i>Subject to development projects reporting requirements and duration</i>	PPPM
	Provide Policy Advice on all functions of the Ministry, and its interconnectivity with outside stakeholders.	Frequency of Implementation: <i>Daily</i>	PPPM
	Develop the Trade, Commerce, and Manufacturing Sector Plan and monitor, evaluate, and report its implementation.	Deadline for Implementation: <i>TCMSP to be launched before the end of FY2023/24</i> Frequency of Implementation: <i>Monitor and report quarterly, with evaluation to be done mid-term and at the end.</i>	PPPM
	Provide legal advice regarding the mandate of the Ministry in a timely and effective manner when requested internally and by external stakeholders.	Frequency of Implementation: <i>Daily</i>	LU
	Review and update the MCIL mandated legal framework and legislation.	Frequency of Implementation: <i>Daily</i>	LU
	Conduct public awareness of MCIL services.	Frequency of Implementation: <i>Quarterly</i>	CSU
	Conduct refresher session on Annual budgeting, build capacity of staff, refine, and improve public service delivery.	Frequency of Implementation: <i>Quarterly</i>	CSU
	Consolidate monitoring and evaluation efforts.	Frequency of Implementation: <i>Biannually</i>	CSU
	Implement a Ministry-wide Institutional Strengthening Programme.	Implementation deadline: <i>End of FY2028/29</i>	CSU
	Systems, equipment, and data management systems secure and up to date.	Frequency of Implementation: <i>Daily</i>	CSU

APPENDICES

1| MCIL-CP 2024/25 – 2028/29 THEORY OF CHANGE



2| MCIL'S LEGISLATION

1. Apprenticeship Act 2014
2. Apprenticeship Regulations 2014
3. Charitable Trusts Act 1965
4. Citizenship Investment Act 2015
5. Citizenship Investment Regulation 2016
6. Companies Act 2001
7. Companies Regulations 2008
8. Competition and Consumer Act 2016
9. Cooperatives Societies Ordinance 1952
10. Cooperatives Societies Regulations 1954
11. Copyright Act 1998
12. Credit Union Act 2015
13. Daylight Saving Act 2009
14. Foreign Investment Act 2000
15. Foreign Investment Regulations 2011
16. Incorporated Societies Ordinance 1952
17. Incorporated Societies Regulations 1973
18. Intellectual Property Act 2011
19. Intellectual Property Regulations 2015
20. International Date Line Act 2011
21. Labour and Employment Relations Amendment Act 2023
22. Labour and Employment Relations Regulations 2015
23. Metrology Act 2015
24. Occupational Safety and Health Act 2002
25. Occupational Safety and Health Regulations 2017
26. Personal Property and Securities Act 2013
27. Public Holidays Act 2008
28. Receiverships Act 2006
29. Securities Act 2006
30. Trade Commerce and Industry Act 1990 & Amendments 2014
31. Transitional Provisions Act 2006

3| MCIL’S ORGANISATION STRUCTURE

