



MPMC CORPORATE PLAN 2010-2013

Ministry of Prime Minister and Cabinet

Corporate Plan 2010-2013



FOREWORD

It is with great pleasure that I present the Ministry of the Prime Minister and Cabinet 2010-2013 Corporate Plan.

The development of this Corporate Plan occurs at a time when there are many challenges in supporting the Government's goals as set out in the SDS 2008-2012 and other policy documents.

The Ministry of the Prime Minister and Cabinet as a central policy agency contributes significantly to policy leadership that may affect many other government agencies and for that reason the role played by the Ministry is vital in leading the country on emerging issues.

The Corporate Plan provides the map on how the Ministry will continue to provide strong policy leadership over the next three years and beyond.

There is a growing confidence within the country that we are successfully emerging from the difficult times that were, in part, caused by the impact of weak global conditions that began in 2008 and continued throughout 2009 and in part by the devastating effect of the tsunami toward the end of 2009. Planning and good management combined with a focused and aligned organisation will all help deliver these nationally important outcomes.

A plan is only as good as the commitment of management and staff to its successful implementation. In this regard the staff and management of the Ministry are keys to achieving the goals and objectives set out in the plan. I look forward to working with you to ensure that the Ministry achieves its vision and mission.

[Hon. Tuilaepa Lufesoili Sa'ilele Malielegaoi]
PRIME MINISTER

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MESSAGE FROM THE CEO

The realization and commencement late last year of the Ministry's Institutional Strengthening Program on 'Improving Policy Development and Coordinating Reform Program' is not only viewed as being timely but is considered as vitally important for the overall development and advancement of the MPMC in its role to deliver quality advice to the Prime Minister and Cabinet as well as excellent service both to the Government and to the people of Samoa.

This Corporate Plan for the period 2010 – 2013 is one such early outcome of the Project currently underway. The completion of other relevant documents such as the Cabinet Handbook, Manual on Cabinet Secretariat Procedures, etc., with the specific aim of ensuring the attainment of the Ministry's Vision, Goals and Objectives is proceeding well and will be finalized shortly.

One of the major issues which have emerged as a consequence of the work being undertaken is the need to review and re-assess the appropriateness of the Ministry's current organizational structure. This is deemed necessary to accommodate the changes to some of the existing Division's format such as the amalgamation of the Cabinet Secretariat and the Policy Implementation Monitoring Unit, the merging of the Savali and Press Secretariat Divisions to form the Communications & Press Division, and consolidating of the State Executive Support Division so as to strengthen the Ministry's support for the offices of the Head of State and Council of Deputies. Additionally, the establishment/inclusion of the RSE Unit has been brought to being as a consequence of the RSE Scheme that was introduced to the country around 2007 and which had been managed on a temporary basis by the Corporate Services Unit.

Overall, these changes are essential to enable the Ministry to carry out its mandated role effectively and efficiently, but more especially to facilitate the provision of quality advice and the rendering of services to all concerned.

The Ministry has set itself up for a challenging time ahead. Its aspiration to be acknowledged as a 'dynamic leader' in the Public Service by the means identified in its Vision and Mission Statement may seem unreachable though at the same time achievable. As CEO, I am determined to do all that is required to enable the Ministry of the Prime Minister and Cabinet to realize its 'purpose for being', and together with the commitment from every member of the staff, we will be tenacious in our strive to attain our ultimate and noble goal.

Together we can make a difference, as we undertake to put aside our passive spirits for this day, we fight!!

(Vaosa Epa)

CHIEF EXECUTIVE OFFICER

**ACRONYMS**

ACEO	-	Assistant Chief Executive Officer
AusAID	-	Australian Agency for International Development
BMS	-	Border Management System
CDC	-	Cabinet Development Committee
CEO	-	Chief Executive Officer
CERHOS	-	Ceremonial and Hospitality
COD	-	Council of Deputies
DMC	-	Disaster Management Committee
DMS	-	Document Management System
FCC	-	Facility Coordinating Committee
FIU	-	Finance Intelligence Unit
FSC	-	Facility Steering Committee
HOS	-	Head of State
IRMU	-	Information & Records Management Unit
IT	-	Information Technology
LEA	-	Law Enforcement Agencies
MCIL	-	Ministry of Commerce, Industry & Labour
MCSP	-	Manual on Cabinet Secretariat Procedures
MDG	-	Millennium Development Goals
M&E	-	Monitoring & Evaluation
MIP	-	Major Investigation Plan
MMPP	-	Manual on Ministerial Practice and Procedure
MNRE	-	Ministry of Natural Resources and Environment
MoF	-	Ministry of Finance
MPMC	-	Ministry of the Prime Minister and Cabinet
MFAT	-	Ministry of Foreign Affairs & Trade
MWCD	-	Ministry of Women, Community and Social Development
NBMC	-	National Border Management Committee
NGO	-	Non-Governmental Organizations
NZAID	-	New Zealand Agency for International Development
PASP	-	Public Administration Sector Plan
PIDC	-	Pacific Immigration Directors Conference
PIMU	-	Policy Implementation and Monitoring Unit
PPA	-	Personal Performance Appraisal
PSC	-	Public Service Commission
PSIF	-	Public Sector Improvement Facility
RSE	-	Recognized Seasonal Employer Scheme
SDS	-	Strategy for the Development of Samoa
TORs	-	Terms of References
TNC	-	Transnational crimes
TCU	-	Transnational Crimes Unit



GLOSSARY OF TERMS

Cross agency alignment	Ensuring that there is a harmonized approach where multiple agencies are involved in policy submissions
Dissolution	End of current Parliament
Government effectiveness	Relates to the capacity of the state to implement sound policies, the quality of policy formulation and implementation and the commitment of government to such policies
Outputs	The immediate results caused by divisional activities. Directly attributable and related to Division inputs
Pacific Island countries	All Pacific Island countries with the exception of Australia and New Zealand and include both independent island states and self-governing island countries
Performance indicator	A standard of achievement that can be defined and expressed in clear terms. Can either be quantitative (using numbers) or qualitative (using a description).
Prorogation	End of the current annual session
Whole-of-government approach	The implementation of policies and strategies that aim to meet broader government objectives related to reform, economic and social development. This will include projects that involve key central agencies or work across a group of agencies with resulting benefits for all.

In accordance with the definition of membership of the Pacific Island Forum



OVERVIEW

The Ministry of the Prime Minister and Cabinet (MPMC) operates at the centre of the Government of Samoa.

Its primary role is to support the Prime Minister as the Head of Government and Chair of Cabinet. This support is in the form of providing high quality independent advice and administrative services, and as a Ministry it is committed to doing all these with the highest standards of integrity and professionalism as required under the Public Service Act 2004.

The MPMC is also responsible for all necessary support services to the Cabinet. Samoa's Constitution confers full authority on Cabinet to direct and control the executive Government. This means that whilst individual Ministers are assigned particular ministerial portfolios and have full responsibility for these, it is in Cabinet that they collectively decide policies for the Government as a whole.

The MPMC's responsibility to Cabinet through the Prime Minister then is to provide timely, accurate and strategic advice, and efficient and effective secretariat support services both in organizing meetings of Cabinet and in monitoring and producing regular reports on the implementation of Cabinet decisions and on the delivery of Government programs and priorities. As well, the MPMC through the Cabinet Secretariat ensures the Cabinet Handbook which provides instructions for the conduct of Cabinet business, is enforced and adhered to by Ministries and Government Corporations.

Equally important, the MPMC is responsible under the Constitution in supporting the offices of the Head of State, the Council of Deputies and the Executive Council.

The executive authority of the Independent State of Samoa is vested in the Head of State and this is exercised by the Office acting on the advice of Cabinet, the Prime Minister or the appropriate Minister as the case may be.

The support by the MPMC through the Prime Minister and Cabinet is to assist in ensuring that the machinery of Government involving the Executive, Parliament and the Judiciary is conducted in an orderly and harmonious manner in accordance with the Constitution and other laws of Samoa and the principle of collective responsibility to the people through Parliament.

Currently, support to Cabinet for administrative and secretariat services is by the Cabinet Secretariat whilst responsibility for the provision of independent policy advice to the Prime



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Minister and Cabinet, coordination and monitoring of policy implementation rests with the Policy Implementation and Monitoring Unit (PIMU).

The Ministry has a diverse number of services that come under the management and oversight of the MPMC. The following comments provide background on these services.

The importance of national security and border management to the effective control of Samoa's borders and the protection of Samoa society necessitates that the functions of Immigration and Transnational Crime also come under the control of the Prime Minister.

In recent times, the setting up of a Recognized Seasonal Employer (RSE) scheme aimed at aiding Samoan citizens to secure employment in New Zealand on a seasonal basis is giving rise to the need for the setting up of a dedicated RSE Unit within the Ministry. The RSE unit is intended to facilitate the efficient processing of requests from New Zealand employers and the applications from locals to participate in the employment scheme. It will also provide leadership training and overall pastoral care for the recruits to ensure that they are able to be incorporated and adapt to a society dissimilar to theirs.

The MPMC also has been tasked with the role of managing AusAID and NZAID funding for public sector improvement. This is in recognition of the leading role the Ministry should be playing in a whole-of-government approach to public sector reform. The mechanism put in place for this support is the Public Sector Improvement Facility (PSIF). A specialized unit overseeing the PSIF and the disbursement of donor funds is the Facility Management Unit (FMU).

The overall aim is to enhance the means by which the Ministry can contribute to improving the overall effectiveness of Government, particularly in the delivery and implementation of its policies.

The development of this corporate plan takes place at a time of considerable change within the MPMC. The appointment of a new CEO in September 2009 provides the opportunity for the Ministry to reevaluate its current strategies, to set a new direction and to work toward establishing itself as a premier Ministry and setting the standards for the rest of the public service.



OPERATING ENVIRONMENT

The MPMC operates at the centre of government; as such it has a number of key roles in ensuring that Cabinet is fully supported by way of effective administrative and secretariat services and sound independent advice. The overall objective of the Ministry is to aid the decision making within Cabinet for the benefit of the country.

In its various roles it interacts with many facets of the external/internal environments affecting both the country and the Ministry. It is important therefore for the Ministry to develop an understanding of the main factors likely to impact on the operating environment of the MPMC over the planning period. In this regard the major factors to be considered are:

- The forthcoming elections to be held in 2011
- Maintaining the integrity of Samoa's borders and the security of its citizens
- Increasing influence of E-Government
- Impact of environmental issues such as climate change
- Maintaining community harmony
- Increasing demand for seasonal employer schemes
- Staff satisfaction – development and retention of skilled staff

THE FORTHCOMING ELECTIONS TO BE HELD IN 2011

The five year term of the current Parliament will expire in early 2011. This will lead to the prorogation and dissolution of the Legislative Assembly and the holding of a General Election within three (3) months.

The MPMC will be closely involved in providing information briefings and procedural advice both to the Prime Minister and the Head of State. The MPMC in providing such support will act strictly in accordance with the Constitution and maintain a politically neutral and impartial stance.



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The CEO & the Secretary to Cabinet will be required to consult closely with the Attorney-General, the CEO for Justice, the Clerk of the Legislative Assembly, the Electoral Commissioner and the Secretary to the Head of State. The Cabinet Secretariat will also be preparing briefing documents providing administrative guidance both to outgoing Ministers, the caretaker Administration and the incoming Government.

Whatever the outcome of the election there arises the potential for changes to government policy direction. MPMC through its unit must be prepared to provide policy analysis and support to the incoming government.

MAINTAINING THE INTEGRITY OF SAMOA'S BORDERS AND THE SECURITY OF ITS CITIZENS

The trend toward globalization and the need to support tourism by having relaxed visa entry requirements creates the need to have effective management at the border crossing points to avoid the possibility of Samoa becoming a transit destination for illegal travelers.

It will be important that MPMC ensures that both Immigration and the Transnational Crime Unit are adequately resourced to meet the increased risks.

INCREASING INFLUENCE OF E-GOVERNMENT

The government of Samoa is committed to progressively moving toward e-government for the whole of the public sector. Furthermore, there is an increasing expectation for government agencies to be able to interface electronically with the private sector. This will involve the MPMC in making investment in technology as well as reengineering its procedures to meet the requirements of an electronic environment

IMPACT OF ENVIRONMENTAL ISSUES SUCH AS CLIMATE CHANGE

MPMC in its oversight role of the Disaster Management Committee (DMC) will continue to face considerable demands to ensure that government's response to natural disasters is such that the impact on the country in general and the lives of its individuals are minimized as much as possible.

The increasing influence of climate change on Samoa will necessitate close collaboration not only among MPMC and Government Ministries but also with Non-Governmental Organizations (NGO's), Bilateral Partners and Donor Agencies.



MAINTAINING COMMUNITY HARMONY

MPMC has an oversight role in ensuring that integration and harmony in village communities are effectively maintained through respect for the matai system, as well as complying with the core values of traditional governance such as “soālaupule”, “fa’aalo’alo” and “ava fatafata”. The CEO also plays a significant role of providing information briefs to the Prime Minister on sensitive issues such as customary land and titles disputes and the exercise by the village councils of their statutory powers.

INCREASING DEMAND FOR SEASONAL EMPLOYER SCHEMES

The planning period will also likely see a continuation of pressures on employment with employment growth being inadequate to absorb the number of individuals seeking to join the workforce. This will place increasing demand on the recognized seasonal employer schemes such as RSE to increase capacity to absorb the higher numbers of individuals seeking to participate in the schemes.

This will require the building up of greater specialization in the administration of the scheme including the development of the necessary communication skills to deal effectively with overseas employers. To achieve this objective it is considered essential that a specialist unit be established. The unit should have its own resources that are adequate to meet the specific requirements of the employers whilst ensuring that the welfare of the individual is properly taken care of whilst they are away.

STAFF SATISFACTION AND RETENTION OF STAFF

If it is to achieve its mission of providing high quality advice and efficient administration services to the Prime Minister and Cabinet, it is critical that the Ministry is able to attract and retain staff of the highest caliber. In seeking to achieve this goal it faces competition from other Ministries as well as the private sector. It will be important that the Ministry creates and maintains an environment that is supportive to the ongoing development and training of its staff as well as providing opportunities for building relationships with staff at a similar level in other Ministries of the Prime Minister in other countries. This will enable staff in the Ministry to keep abreast of the latest thinking and developments in these areas.



INTERNAL ENVIRONMENT

The MPMC has a number of major challenges if it is to achieve its vision of being a leader in the public service of Samoa.

MPMC is in need of significant capacity development. It has a core of dedicated and committed staff. Many of these staff have had only limited opportunities to develop their skills to meet the demands of a Prime Minister's Ministry. Whilst many have obtained university level qualifications and as such have the theoretical knowledge there is need to build on this foundation to provide a sounder practical knowledge relating to their positions.

The organization structure of the Ministry needs development to encourage horizontal communication among units and divisions. This requires the MPMC to place a significant emphasis on having effective coordination and reporting mechanisms in place to achieve the level of service and advice expected from a ministry such as the MPMC.

The Ministry's role in the public service needs to be refreshed and disseminated throughout the government. By creating a better understanding of the high profile core role and important responsibility of the Ministry, it will have a positive influence on the Ministry attracting and retaining high quality employees.

The Ministry's technology infrastructure is weak with many of the processes and procedures still manually based; a significant investment in technology will be required to bring the Ministry to a level commensurate with its role as the Ministry of the Prime Minister. As the government moves to adopt an e-government approach to the way it conducts its operations and interfaces with other governments it will be even more important that the technology infrastructure of the Ministry can support such developments.

As the complexity and diversity of roles expand for the Ministry, it will be important to strengthen the executive support for the CEO. The limited support for the CEO means there is little opportunity for delegation of many of the routine and administrative functions. The strengthening of support will enable the CEO to focus on leadership and strategic issues for the Ministry.



KEY RESULT AREAS

The MPMC has a key contribution in support of the goal of improving Government effectiveness. Furthermore, to achieve its goals and address the various issues identified in the environment scan and internal assessment it is critical that the Ministry is successful in achieving its objectives in the following key areas.

- Improved linkages between the Cabinet Secretariat and Policy functions, through integration of Cabinet Secretariat with Policy Monitoring and Implementation Unit to form an Integrated Office of the Cabinet.
- Effective policy development, coordination and monitoring implementation that supports the Prime Minister and Cabinet in consideration of policy proposals submitted.
- Implementation of a Document Management System (DMS) within the Cabinet Secretariat to aid the Secretariat in its custodial responsibilities for Cabinet records.
- Development and Implementation of Integrated Information Technology Infrastructure supporting knowledge and learning based organization.
- Implementation of Revised Organization Structure to support improved coordination and communication between divisions and more effective utilization of resources.
- Strengthened Capacity of Corporate Services to achieve service delivery levels consistent with that expected of a Ministry of the Prime Minister.
- Overall capacity development of Ministry staff with emphasis on Service to its stakeholders.
- Non core activities for the Ministry (which are part of the Prime Minister's portfolio) allocated a separate budget code to facilitate autonomous budget management and budget execution supported by the administration of the Ministry.
- The Offices of the Head of State, Council of Deputies and Executive Council are well supported with resources and with advisory and administrative support.
- Strengthened executive and secretarial support for CEO.



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VISION

**To be acknowledged as a dynamic leader in the Public
Service of Samoa,**

Delivering quality advice to the Prime Minister and Cabinet

**Transforming the Ministry's services to meet the needs of
our country and people**



**We will achieve this by promoting good governance,
coordinating and implementing policies consistent
with national goals and values.**



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The meaning of the key components of the vision statement can be described as follows:

“Acknowledged” means that this Ministry becomes the first choice at all levels of government in the provision of policy and service of the highest quality.

“Dynamic leader” means that MPMC will set the standard of excellence for the Public Sector and respond to situations with robustness and intelligence in a positive manner and is adaptable to a changing environment.

“Public Service of Samoa” means that this Ministry recognizes its place in Samoan society and that it is a service orientated Ministry delivering service of the highest quality executed within the true values of Samoan society.

“Transforming the Ministry’s services” means continuous significant improvement in servicing the needs and demands of the Head of State, Council of Deputies, improvement in quality advice to the Prime Minister and Cabinet, enhanced immigration services and governance of transnational crime and improved support to all other ministries and government agencies.

“Needs of our country and people” means at all times the Ministry will have the country and people at heart in providing services, policy formulation and execution.

“Promoting good governance” in Samoa means a participatory approach to the process of decision-making and the process by which decisions are implemented; it is consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

“Coordinating and implementing policies” means that this Ministry will be acknowledged and recognized as the focal point for policy coordination and monitoring of policy implementation for the whole of government.

“Consistent with our national goals and values” means that at all times the Ministry will have the Strategy for the Development of Samoa and the Public Administration Sector Plan foremost in its mind when considering policy formulation.



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MISSION

To provide sound, timely and realistic advice to the Government, and support the implementation of the relevant policies efficiently and effectively.

MPMC will focus on its goals and core activities; with well trained and motivated staff in an environment where people want to work.

VALUES

Effective Management, Good Communication, Sound Analysis and Strategic Thinking are key values that are critical to achieving the Ministries objectives.

Ministry officers must strive *to focus on results, value everybody's contribution*, and demonstrate *integrity* and *professionalism* in all their activities.

All of the above values should be demonstrated taking careful consideration of the Samoan culture and the Samoan language, being the official language used in Cabinet.



ROLES

The major role of a Ministry of the Prime Minister & Cabinet is to support and foster improvement of Government effectiveness. In particular improved support to Cabinet in the delivery of policy implementation and coordination.

The other key roles of the Ministry include:

- Support for the efficient functioning of Executive Government being the Head of State, the Prime Minister, Ministers and the Public Service
- Supporting a whole of government approach through effective coordination with the Public Service Commission and other Central Agencies and driving cross agency alignment where several agencies may be involved in a particular government initiative
- Assists in the development of government policy direction through recommendations for consideration on policy priorities alternatives
- Providing independent policy advice, effective implementation and coordination of policy through accessing international sources of appropriate knowledge and information and interpreting international development
- Providing oversight of government initiatives in protecting the national security of Samoan Citizens and management of its borders through accessing intelligence sources
- Protection and Custody of Cabinet records and to efficiently administer applications for public access to those records
- Prudential and Diligent compliance with the requirements of the Constitution of the Independent State of Samoa Act 1960, Passport Act 2008, Honours and Awards Act 1999, Public Finance Management Act 2001 and the Public Service Act 2004, Immigration Act 2004, Citizenship Act 2004, Cabinet directives and policies.
- Providing oversight role to facilitate and coordinate the dissemination of Cabinet, Ministries and Public Bodies information for the awareness of the public.



MINISTRY GOALS AND OBJECTIVES

The following MPMC key strategic objectives are aligned with the Government of Samoa plans as set out in the SDS and PASP.

As the MPMC the primary goal is consistent with the goals of improved governance as measured by World Bank and other International Institutions working with governments to improve the quality of government administration. The Office of the CEO also has responsibility for the effective coordination of the operations of MPMC, as well as with other Ministries. Accordingly the primary goals of the MPMC will be:

- 1. Improve and Maintain its Leadership in Government Effectiveness amongst Pacific Island Countries**
- 2. Achieve excellence in the effective coordination of MPMC operations and linkages with other ministries and government agencies**

To achieve this it will incorporate the objectives in the Government of Samoa medium term documents referred to earlier as well as additional objectives aimed at supporting its overall goal:

OBJECTIVES

- Improved policy development, coordination and monitoring
- Promote good governance & accountability across whole of government
- Strengthen Ministry statistical and financial reporting in support of sound governance
- Strengthening Executive coordination interface across whole of government
- Support whole-of-government public sector reform
- To strengthen coordination of disaster risk management plans and activities
- Develop and Implement an enhanced framework to cater for prospective recruitment in overseas seasonal workers programs
- Enhancing the protection/security at the border from illegal travelers and transnational crimes



ORGANISATION STRUCTURE

There are a number of modifications proposed in the future organisation structure of the Ministry. The modifications reflect the following objectives:

1. Closer cooperation between Policy and Cabinet Secretariat by combining both into an integrated Cabinet Office.
2. Formalising the establishment of a Unit to administer the Recognized Seasonal Employer Scheme (RSE). The Unit was initially established on a project basis in 2007/08 with the growth in the Scheme, requires a more permanent basis for a Unit.
3. The consolidating of the State Executive Support Division to strengthen the Ministry's support for the offices of the Head of State and Council of Deputies.
4. The introduction of an Information Technology support within the Ministry will focus on the introduction of the document management system within the Cabinet Office.

In the longer term the location of Information Technology support should reflect the Ministry's overall IT strategy.

5. The strengthening of the Office of the CEO reflects the need for the CEO to have a high level of dedicated support. In specific areas that support can come from ACEOs, there is however a need for strengthening of the day-to-day supports for the CEO's Office particularly in the areas such as reporting and coordination.

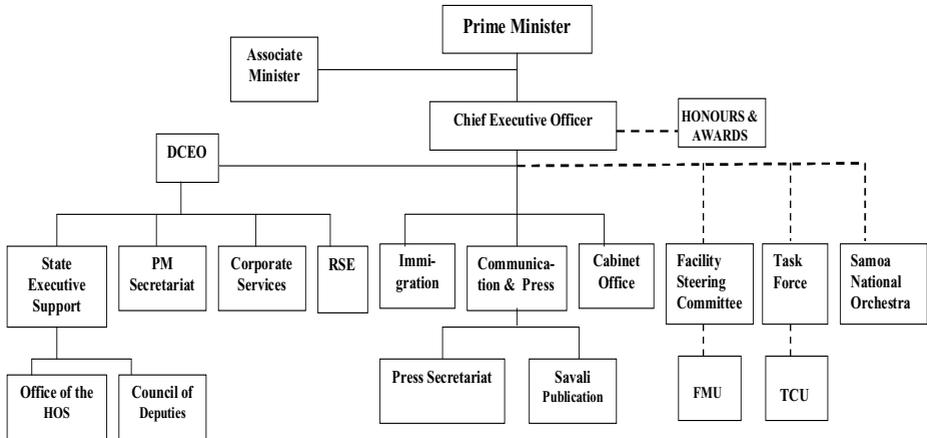


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MINISTRY ORGANISATION STRUCTURE [Proposed 2010]





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DIVISIONAL GOALS AND OBJECTIVES

STATE EXECUTIVE SUPPORT DIVISION FOR OFFICES OF THE HEAD OF STATE AND THE COUNCIL OF DEPUTIES

FUNCTIONAL ROLE:

The Offices of the Head of State (HOS), the Executive Council (EC) and the Council of Deputies (COD) are constitutionally separate from the MPMC. However, the Ministry is responsible for providing budgetary, financial management, protocol and general administrative support. The Secretary to Cabinet also has to perform certain prescribed constitutional duties to the HOS and the EC, and other administrative support functions. The overall aim is to enable His Highness the Head of State to fully and effectively carry out his constitutional, ceremonial and community-leadership responsibilities for the State.

GOAL:

To perform its responsibilities to the Offices of the HOS, the Executive Council and the Council of Deputies with consistent high standard of excellence.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
1. Ensure efficient and effective financial, accounting and administrative support with full accountability to the HOS, the Prime Minister (PM), and the Ministry of Finance.	<ul style="list-style-type: none">Seek agreement of the Ministry of Finance that budget provisions for the Offices of the HOS, the EC, and the COD are to be provided under a separate Head of Expenditure from the Head of Expenditure for the MPMC (though MPMC is to continue to administer accounts)	Improved budgetary control for Offices of the HOS, EC and COD	HOS, the Prime Minister and the CEO&CS are satisfied with the new arrangements Implemented by 2011/2012 Budget



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	<ul style="list-style-type: none"> • Ensure adequate provisions included in the HOS and COD budget estimates. • Establish dedicated resources within the Corporate Services Division to provide financial management and general administrative support services. 	<p>Adequate budget provisions to cater for HOS & COD requirements</p> <p>Dedicated resources established</p>	<p>Will be implemented in the 2011/2012 Budget</p> <p>Implementation effective immediately.</p>
<p>2. Performance of constitutional responsibilities</p>	<ul style="list-style-type: none"> • On time communication of Cabinet decisions in accordance with the Constitution (within 24 hrs of Cabinet) • Assist with the preparation of State ceremonies • Assist with secretariat support services for the Executive Council when convened 	<p>Accurate and timely communication of Cabinet decisions</p> <p>Well organized and prepared State ceremonies</p> <p>Well organized and effective Executive Council meeting</p>	<p>Improved effectiveness of communication and delivery time of Cabinet decisions</p>



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<p>3. To strengthen and continually improve the quality of protocol and associated support services</p>	<ul style="list-style-type: none">• MPMC to establish a separate dedicated State Executive Support Division with its own dedicated staff and budget allocation to provide the protocol and associated services• Clear with PSC and Cabinet the establishment of the Division including staffing requirements• Liaise closely with the Protocol Division of MFAT	<p>Effective establishment of the Unit</p> <p>Co-ordination mechanisms with MFAT agreed and implemented by July 2011</p>	<p>Level of satisfaction as measured through survey of HOS, PM, Ministers, CEO & SC. Implemented from July 2011</p> <p>Co-ordination arrangements with the MFAT operating effectively and with the consistent support of that Ministry.</p>
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PRIME MINISTER'S SUPPORT OFFICE

GOAL:

To perform the support services with total devotion and integrity.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
1. To ensure that the Office is adequately provided with staff, funding, transport and communications equipment.	<ul style="list-style-type: none"> • Regular reviews of adequacy of support facilities for efficient service of PM 	<p>Realistic provisions included in the Government's Annual Budget.</p> <p>A dedicated resource within the Corporate Services established to handle all payment requirements for the Prime Minister</p>	The level of satisfaction of PM with the quality of support services.
2. To ensure that the communication support needs of the Prime Minister are provided effectively and efficiently.	<ul style="list-style-type: none"> • Ensure with the CEO, MFAT draft speeches/statements for the PM's official engagements both locally and overseas are with the PM, at the latest, two days before the event 	<p>Draft speeches/statements are delivered in good time, the PM's private communications are attended to with dispatch, and the PM's articulation of Government policies and priorities and his views as the Head of Government are well publicized and widely understood</p>	The level of satisfaction of PM with the quality of communications support services provided.



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	<ul style="list-style-type: none">• C o o r d i n a t e handling of private and non-Government p o l i c y communications addressed to the PM.• E n s u r e dissemination of the PM's speeches/ statements		
3. To ensure that all necessary arrangements are in place for the safety and security of the Prime Minister 24 hours each day	<ul style="list-style-type: none">• Liaise regularly with the Commissioner of Police on optimum arrangements the PM's personal security.• Meet with the PM regularly to ascertain his needs and views	CEO & SC and the First Secretary to meet regularly with the PM and with the Commissioner of Police in ensuring security arrangements.	The PM expresses his satisfaction with the arrangements in place.



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OFFICE OF THE CHIEF EXECUTIVE OFFICER

GOALS:

1. **Improved effectiveness of Government**
2. **Improved effectiveness of MPMC operations and linkages with other Ministries**

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
1. Strengthen executive coordination	<ul style="list-style-type: none"> • Develop executive coordination framework • Undertake consultation with Ministry CEO's & other government agencies 	Effective executive coordination across whole of government	Number of meetings held with CEOs of ministries and other government agencies.
2. Promote Good Governance and Accountability	<ul style="list-style-type: none"> • Liaise and work with MoF on strengthening governance frameworks across whole of government • Improve quality and availability of information and statistics 	Strengthen governance framework Improved information and statistical data base	Improvement in Samoa governance rating internationally Improved information and data as measured by surveying of users
3. Strengthen Coordination of Disaster Risk Management Plans	<ul style="list-style-type: none"> • Liaise and work with MNRE to strengthen Disaster Risk Management Coordination and effectiveness of Disaster Risk Management Plans 	Improved plans for coordination of disaster risk management	Coordination plans tested periodically



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	<ul style="list-style-type: none"> • Strengthen coordination plans with NGOs 	Coordination plans with NGOs in place	
4. Improve Policy Development and Coordination	<ul style="list-style-type: none"> • Effective implementation of integrated policy and Cabinet Secretariat • Implementation of objectives and activities of the Cabinet Office policy plan 	<p>Cabinet Secretariat and Policy fully integrated</p> <p>Policy Plan implemented.</p>	<p>Co-located by August 2010</p> <p>Systems and procedures operating January 2011</p> <p>Feedback on policies implementation</p>
5. Enhanced framework for Recruitment of Seasonal Workers	<ul style="list-style-type: none"> • Establish and implement a dedicated RSE Unit • Improve liaison between MCIL and Immigration and overseas Employers 	<p>RSE Unit fully resourced and operating</p> <p>Plan for improving liaison implemented</p>	Increased stakeholder satisfaction
6. Strengthen CEO Office support	<ul style="list-style-type: none"> • Recruit Executive Officer for CEO office • Strengthen Information Technology Support 	Improved effectiveness of CEO Office	Increased satisfaction of CEO of office support
7. Establish a M & E System for the implementation of the Plan	<ul style="list-style-type: none"> • Draft M&E manual 	<ul style="list-style-type: none"> • M&E system established and put in place. 	<ul style="list-style-type: none"> • M&E manual finalised by December 2010.



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	<ul style="list-style-type: none">• Conduct awareness workshop on the M&E system for those responsible for the system.	<ul style="list-style-type: none">• Well informed staffs contribute to successful implementation of plan.	<ul style="list-style-type: none">• First review carried out in January 2011.
8. Implement training plan for the Office of the CEO.	<ul style="list-style-type: none">• Adopt a training plan for staff• Pursue opportunities with bilateral aid agencies for short term and long term work experience overseas	<p>Report on appropriate staffing needs for the Office of the CEO</p> <p>Training Plan covering short, medium and long term strategies for capacity development</p>	<p>Structure reviewed and recommendations made by August 2010</p> <p>Training plan produced by December 2010</p>



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CABINET SECRETARIAT

GOALS:

To be an excellent provider to the Prime Minister and Cabinet of:

1. High quality policy advice, and policy coordination and monitoring
2. Efficient and effective administrative and secretariat support services

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
1.1 To strengthen the policy advisory role of the Cabinet Office to the Prime Minister and Cabinet and all relevant stakeholders.	<ul style="list-style-type: none">• Review the current structure of PIMU and clearly define the functional responsibilities of each policy unit.• Determine the staffing needs of each function of policy unit.• Integrate PIMU and Cabinet Secretariat.• Prepare manual on Policy Research and Development• Develop learning agreements for policy advisory staff by July 2010	<p>Revised structure for Cabinet Secretariat approved and implemented.</p> <p>Staffing needs identified and submitted to PSC for agreement</p> <p>Integration Plan developed</p> <p>Policy Research and Development Manual developed</p> <p>Learning agreements developed and approved by MPMC</p>	<p>Structure in place and operating effectively by December 2010</p> <p>Staffing needs agreed and accepted by PSC and implemented</p> <p>PIMU and Cabinet Secretariat integrated by August 2010.</p> <p>Manual prepared and in use by November 2010</p> <p>Improvements in performance of Policy Unit as measured by performance assessments</p>



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	<ul style="list-style-type: none"> • Recruitment of new staff in FY2011-2012 • Computerize the operation of the extended Cabinet Secretariat starting with internal and external networking of all work stations by August 2010 	<p>Recruitment of new staff completed</p> <p>A computerized internal and external networking of workstations completed August 2010</p>	<p>Policy unit operating with full staff complement by December 2011</p> <p>Improved effectiveness of communication and delivery times of Cabinet requests</p>
<p>1.2 To strengthen the coordination role of Cabinet Secretariat.</p>	<ul style="list-style-type: none"> • To pro-actively initiate and maintain close working relationships with all Ministries and Public Bodies in their consideration and development of policy submissions to Cabinet. • To prepare policy briefs for the PM. • Conduct awareness programmes on Cabinet processes and procedures as set out in the new Cabinet Handbook 	<p>A coordination framework established and operating</p> <p>Accurate, timely and well-organized policy briefs for the PM.</p> <p>Awareness program developed and delivered</p>	<p>Coordination framework in place and functioning effectively by June 2011.</p> <p>Level of satisfaction of PM with prepared briefs</p> <p>Awareness program conducted for all Ministries September 2010</p>



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	<ul style="list-style-type: none"> To assist with preparation of cover sheet summaries of Cabinet papers. 	<p>Accurate, timely and precise summaries of Cabinet papers.</p>	<p>Level of satisfaction of Cabinet with summaries of Cabinet papers.</p>
<p>1.3 To strengthen the monitoring responsibilities of the Cabinet Secretariat in ensuring that Cabinet decisions are implemented effectively and efficiently.</p>	<ul style="list-style-type: none"> Coordinate quarterly follow up of implementation of Cabinet decisions by all Ministries and prepare quarterly and cumulative annual reports for the PM and Cabinet. To regularly monitor compliance with Cabinet processes and procedures as set out in Cabinet Handbook. To work collaboratively with the Information & Records Management Unit (IRMU) in information gathering for applied research To conduct Tracer Studies on the progress of Cabinet decisions and Development programs and initiatives. 	<p>System for quarterly reporting on implementation of Cabinet decisions in place and operating</p> <p>More effective Cabinet</p> <p>Accurate and easily accessible pool of information for applied research</p> <p>Reports to Cabinet based on Tracer Studies</p>	<p>Improved reporting of progress on Implementation of Cabinet decisions.</p> <p>More effective Cabinet as measured by periodic survey of Cabinet members</p> <p>Improvement in quality of information</p> <p>Satisfaction of PM and Cabinet on feedback providing information on the progress of Cabinet decisions.</p>



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<p>2.1 To continuously strengthen administrative and secretariat support services of the Cabinet Secretariat to the Prime Minister and Cabinet.</p>	<ul style="list-style-type: none"> • Review Cabinet operation and processes and submit recommendations for improvement • Prepare Cabinet operational guides • Continue with ongoing support services to the Prime Minister & Cabinet 	<p>Improved procedures for Cabinet operations</p> <p>All Cabinet operational guides completed and finalised</p> <p>A much strengthen Cabinet Office</p>	<p>Improved procedures operating effectively</p> <p>1] Manual on Cabinet Secretariat Procedures, July 2010</p> <p>2] New Cabinet Handbook, July 2010</p> <p>3] Manual on Ministerial Practice and Procedure, November 2010</p> <p>Improved support services to the Prime Minister and Cabinet</p>
<p>2.2 To continuously improve administrative support services to the Offices of the Head of State, and the Executive Council.</p>	<ul style="list-style-type: none"> • On time communication of Cabinet decisions in accordance with the Constitution • To assist with secretariat support services for the Executive Council when convened 	<p>Accurate and timely Cabinet decisions</p> <p>Well organized and effective Council meetings</p>	<p>High level of satisfaction by HOS on the support provided by Cabinet Office.</p>



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<p>3. To improve efficiency of the Cabinet Secretariat in maintaining Cabinet Records</p>	<ul style="list-style-type: none"> • Implementation of an Electronic Document Management System (DMS). • Establish an Information & Records Management Unit 	<p>Feasibility study of DMS completed and recommendations submitted.</p> <p>Information & Records Management Unit established and operating</p>	<p>DMS approved and established and operating by April 2011</p> <p>Information & Records Management Unit established and operating by February 2011</p> <p>Improved capacity in managing records through an effective Information & Records Management Unit in place by January 2012</p>
<p>4. Implement training plan for the Cabinet Office</p>	<ul style="list-style-type: none"> • Adopt a training plan for staff • Pursue opportunities with bilateral aid agencies for short term and long term work experience overseas 	<p>Report on appropriate staffing needs for the Cabinet Secretariat</p> <p>Training Plan covering short, medium and long term strategies for capacity development.</p>	<p>Structure reviewed and recommendations made by August 2010</p> <p>Training plan produced by December 2010</p>



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CORPORATE SERVICES

GOALS:

1. To promote good governance throughout the ministry
2. To provide reliable, effective and timely services to the Head of State, Council of Deputies, Prime Minister, Cabinet and all Ministers.
3. Improve planning, financial management, human resource development and records management throughout the ministry.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
1.1 Strengthen effective financial management and internal control annually over the 3-year period of the Corporate Plan.	<ul style="list-style-type: none"> • Review existing systems and processes • Redesign and implement new systems and processes • Continually monitor and evaluate internal control points 	<p>Capture all procedures and processes in a Corporate Service Manual</p> <p>Quarterly reviews for internal control</p>	<p>Manual drafted by August 2010</p> <p>Manual approved September 2010</p> <p>Quarterly Reports</p>
1.2 Ensure compliance throughout the ministry with FINANCE 1 manuals and regulations	<ul style="list-style-type: none"> • Monitor and check submissions from Immigration, PSIF, Savali, Press Secretariat, Cabinet Secretariat and produce a bimonthly report for ACEO's submission to the Management Committee on digressions 	<p>Set up a system of recording and reporting on incomplete and incorrect submission of documents from MPMC Departments to Corporate Services</p>	<p>System in place by September 2010</p> <p>Bimonthly reports starting September 2010</p>



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<p>1.3 Ensure compliance throughout the ministry with Public Finance Management Act 2001</p>	<ul style="list-style-type: none"> • Monitor and check submissions from Immigration, P S I F , Savali, Press Secretariat, Cabinet Secretariat and produce a bimonthly report for ACEO's submission to the Management Committee on digressions 	<p>Record the number of queries returned from the Ministry of Finance/Treasury</p>	<p>Periodic internal reports Introduce bi-monthly reports to CEO MPMC Management Committee by September 2010</p> <p style="text-align: right;">MOF Audit</p>
<p>1.4 Ensure compliance throughout the ministry with Public Service Commission regulations in staff matters</p>	<ul style="list-style-type: none"> • Monitor and check submissions from Immigration, P S I F , Savali, Press Secretariat, Cabinet Secretariat and produce a bimonthly report for ACEO's submission to the Management Committee on digressions 	<p>Record the number of queries returned from the Ministry of Finance/Treasury to do with staff matters and also record communications with PSC.</p>	<p>Introduce bi-monthly reports to CEO MPMC Management Committee by September 2010</p>
<p>2.1 Improve overall coordination with administration units</p>	<p>(a) Weekly meetings with Administration units and Output Managers, phasing out to eventually monthly meetings</p>	<p>Schedule meetings with Output managers to review the queries on submissions.</p>	<p>Introduce weekly meetings by August 2010 after approval by the CEO and Management Committee in July 2010</p>



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	(b) Produce reports on budgets, commitments and uncommitted funds	Report to Output managers on actual v Budget and unused budget allocations	Introduce budget reports for output managers by August 2010
2.2 Improve forecasting and planning of Head of State and ministerial activities and commitments	<p>(c) Design reporting formats on a computerized system</p> <ul style="list-style-type: none"> • Work closely with administration units on a weekly basis phasing out to monthly basis on forward commitments on two levels: (d) Regular forecast activities, and (e) Possible irregular activities 	Design and implement a reporting system that identifies routine, regular and periodic activities and commitments so that there is adequate notice for all events for the Head of State, Council of Deputies, Prime Minister and Cabinet.	<p>Introduce the reporting system by August 2010</p> <p>Introduce weekly meetings by August 2010</p> <p>Phase out to monthly meetings by October 2010</p>
2.3 Provide Head of State, Council of Deputies and ministers with meaningful data on budgets and expenditures	<ul style="list-style-type: none"> • Provide bi-weekly reports to administration units and Output Managers showing budget lines and items, with actual and uncommitted funds • During 2010/2011 hold workshops to demonstrate the correct procedures for procurement and payments 	<p>Introduce separate budget and accounting heads for the Head of State and Council of Deputies.</p> <p>Report to Head of State, Council of Deputies and Ministers on actual v Budget and unused budget allocations</p> <p>Design a workshop for secretarial units and Cabinet Secretariat</p>	<p>Introduce budget reports for Head of State, Council of Deputies by July 2010</p> <p>Workshop for secretarial units held by December 2010</p>



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<p>3.1 Adopt a strategic planning system for the ministry by financial year 2011/12</p>	<ul style="list-style-type: none"> • Produce a report on alternative strategic planning systems • Decide on an appropriate strategic planning system • Implement the strategic planning system for financial year 2011/12 	<p>Identify options for strategic planning system for MPMC</p> <p>Implement a strategic planning system</p>	<p>Report on strategic planning options by November 2010</p> <p>Review options for strategic planning system and select appropriate model for Samoa and MPMC by December 2010</p> <p>Completed design of “best practice” strategic annual management planning system, linked to corporate plans, service charter and budget design completed by March 2011</p> <p>Implement a strategic planning system to coincide with the Corporate Plan review in April 2011</p>
<p>3.2 Adopt a financial management information system to enhance internal control and reporting</p>	<ul style="list-style-type: none"> • Complete mapping the systems and processes in Corporate Services • Identify opportunities for computerization • Design systems environment incorporating software and hardware 	<p>A report reviewing and assessing all the functions and supporting institutional structure with recommendations on future direction</p> <p>Corporate Services Manual</p>	<p>Report due July 2010</p> <p>Manual due September 2010</p> <p>Report due July 2010</p>



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	<ul style="list-style-type: none"> • Prepare solutions with cost options • Prepare a timing plan for implementation • Create a IT Working Group within Corporate Services staff • Implement FMIS for the financial year 2011/12 	<p>Report on Systems Environment for computerization</p> <p>Action plan for computerization</p> <p>Create IT working Group</p> <p>Procurement of IT System for MPMC incorporating FMIS system for Corporate Services</p>	<p>Action plan September 2010</p> <p>Create Working Group August 2010</p> <p>Procurement and Implementation by April 2011</p> <p>Complete implementation by April 2012</p>
<p>3.3 Implement training plan for the Corporate Services.</p>	<ul style="list-style-type: none"> • Adopt a training plan for staff • Pursue opportunities with bilateral aid agencies for short term and long term work experience overseas. 	<p>Report on appropriate staffing needs for the Corporate Services</p> <p>Training Plan covering short, medium and long term strategies for capacity development</p>	<p>Structure reviewed and recommendations made by August 2010</p> <p>Training plan produced by December 2010</p>
<p>3.4 Maintain master records and enhance Human Resource Management by utilizing FINANCE 1</p>	<ul style="list-style-type: none"> • Update all Master Records on FINANCE 1 by end of 1st Quarter FY2010/11 • Maintain Master Records regularly every quarter 	<p>All staff Master Records updated</p>	<p>Update all staff Master records on FINANCE ONE by March 2011</p> <p>Introduce quarterly updating from June 2011</p>



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<p>3.5 Improve records management to ensure compliance with Code of Best Practice – Records Management put out by Ministry of Education September 2007</p>	<ul style="list-style-type: none">• Review filing system• Review retrieval system• Review access system• Review security system• Review archiving system• Review Human Resource requirement• Introduce computerized system in line with overall government guidelines	<p>Review and assess all the functions and supporting institutional structure delivering a report and recommendations on future direction</p> <p>Plan for computerization</p>	<p>Report due September 2010</p> <p>Computerization plan March 2011</p>
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COMMUNICATION & PRESS

GOAL:

To promote transparency through timely, accurate and objective dissemination of Government information.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
1. To ensure that the public and relevant stakeholders are provided with quality information on all Government related issues.	<ul style="list-style-type: none">• Compiling press releases from information collected as a result of Cabinet decisions and disseminating of press releases for the information of the public and all stakeholders• Updating of the Government website that provides government information about any new initiatives by Government• Dissemination of Cabinet, Ministries and public bodies information through the English and Samoan versions of the Government newspaper (Savali), twice every week and once a month respectively.	<p>Informed stakeholders</p> <p>Enhanced Government Website with improved access</p> <p>Regular and timely information to all stakeholders</p>	<p>Timeliness of press releases</p> <p>Awareness of Cabinet decisions as measured by periodic surveys</p> <p>Surveys on effectiveness of government web site</p> <p>Quality as measured by objective and relevance of information contained in Government newspaper</p>



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<p>2. Implement a training plan for the Communication & Press Division.</p>	<ul style="list-style-type: none">• Adopt a training plan for staff • Pursue opportunities with bilateral aid agencies for short term and long term work experience overseas	<p>Report on appropriate staffing needs for the Communication & Press Division.</p> <p>Training Plan covering short, medium and long term strategies for capacity development.</p>	<p>Structure reviewed and recommendations made by August 2010</p> <p>Training plan produced by December 2010</p>
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RECOGNIZED SEASONAL EMPLOYER SCHEME (RSE)

GOAL:

1. To sustain and support the RSE Scheme to meet the increasing demands by overseas seasonal employers.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
<p>1. To establish the RSE Unit as an independent Division within the Ministry by 2010.</p>	<ul style="list-style-type: none"> • To finalise the structure and staffing requirements for the RSE Unit as an independent Division within the MPMC by end of July 2010. • To finalise an RSE Budget/ funding appropriation to be a separate Output of the MPMC overall budget, to be included in the next financial year FY2011/2012 	<p>An agreed structure and staffing for an independent RSE Unit</p> <p>Budget Appropriation for RSE agreed</p>	<p>Structure and staffing agreed by August 2010.</p> <p>Budget Appropriation agreed by July 2011</p>
<p>2. To formulate the legislative framework that governs the administration and processes of the RSE Scheme.</p>	<ul style="list-style-type: none"> • Conduct consultation programs with all stakeholders and the public on the RSE Bill. • Promote the formulation of the RSE Bill by 2010. 	<p>Awareness and consultation process on bill completed</p> <p>RSE Bill formulated and prepared for introduction into Parliament in 2011</p>	<p>Awareness and consultations completed by 2010</p> <p>Bill formulated by 2010 and tabled in Parliament in 2011.</p>



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<p>3. Implement a training plan for the RSE Unit.</p>	<ul style="list-style-type: none">• Adopt a training plan for staff• Pursue opportunities with bilateral aid agencies for short term and long term overseas work experience	<p>Report on appropriate staffing needs for the RSE Unit.</p> <p>Training Plan covering short, medium and long term strategies for capacity development</p>	<p>Structure reviewed and recommendations made by August 2010</p> <p>Training plan produced by December 2010</p>
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IMMIGRATION

GOAL:

To protect Samoa and promote economic development through: Border Management, Issuance of Travel documents, Granting of Samoan Citizenship, Entry Permits, Temporary and Permanent Residency and Information Technology Development.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
1. Manage Samoa's Borders effectively and efficiently	<ul style="list-style-type: none"> • Apply and implement Immigration law and policies • Maximise capability and maintain the Border Management System • Provide effective policies and timely technical advice • Consult and share information with travel industry, border agencies (NBMC) and general public 	<ul style="list-style-type: none"> • Entry of low risk entrants and control entry of high risk entrants • Border Management System operating effectively • Policies in place and operating effectively • Improved consultation and information with travel industry, border agencies and general public 	<ul style="list-style-type: none"> • Increase in low risk entrants as proportion of overall entrants and increased number of high risk entrants identified. • Effectiveness of BMS as measured by the accuracy and timeliness of reporting • Effectiveness of Policy and Technical advice as measured by the level of implementation of the policies and technical advice • Increased satisfaction of travel industry, border agencies (as measured by periodic surveys) with the level of consultation and information



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	<ul style="list-style-type: none"> • Exchange intelligence information and border alerts with Pacific Immigration Directors Conference Member Countries (PIDC) • Provide awareness for traveling public of entry process and procedures. 	<p>Improved levels of exchange of intelligence information and border alerts with PIDC.</p> <p>Awareness program implemented</p>	<p>Intelligence information well utilized resulting in an increase in number of alerts being monitored and actioned.</p> <p>Level of public awareness of entry process and procedures as measured by public awareness surveys</p>
<p>2 . M a n a g e compliance with Immigration and Citizenship Acts 2004</p>	<ul style="list-style-type: none"> • Apply and implement Immigration laws and policies • Ensure the effective connecting of Permit System to Border Management System • Monitor and follow-up temporary resident permit register and illegal residence 	<p>Policies in place and operating effectively</p> <p>Border Management System and Permit System Linked effectively</p> <p>Temporary Resident permits requirements met Enforce removal of over-stayers</p>	<p>Awareness of policies and procedures through awareness surveys</p> <p>Reduction in number of mismatches between BMS & Permit System</p> <p>Number of temporary residents permits issued correctly Reduction in number of overstayers in country</p>



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	<ul style="list-style-type: none"> • Consult and coordinate with all parties involved with issuance of temporary resident permit • Ensure compliance with permanent residence quota and criteria as per Cabinet approval • Update and maintain all citizenship related registers 	<p>Effective consultation and coordination processes in place</p> <p>Permanent residence quota and criteria rules issued and operating effectively</p> <p>Lawful assessment of applications for permanent residency and citizenship</p> <p>Current and accurate Citizenship register</p>	<p>Effectiveness of Policy and Technical advice as measured by the level of implementation of the policies and technical advice</p> <p>Number and time taken to issue temporary permits</p> <p>Number of Permanent Residence permits issued in accordance with cabinet criteria</p> <p>Up to date Citizenship Register</p>
<p>3 . M a n a g e compliance with Passport Act 2008</p>	<ul style="list-style-type: none"> • Apply and implement Immigration Laws and Policies • Update and improve Passport policies, process, procedures and system. • Provide policy and technical advice 	<p>Policies and Guidelines lawfully and efficiently implemented</p> <p>Improved Passport policies processes and procedures</p> <p>Policies in place and operating effectively</p>	<p>Effectiveness of Policy and Technical advice as measured by the level of implementation of the policies and technical advice</p> <p>Reduction in number of errors in issuing of Passports</p> <p>Reduction in number of immigration complaints</p>



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	<ul style="list-style-type: none"> Consult and share information with travel and border agencies, general public and Government Overseas Missions. 	Improved consultation and information with travel industry, border agencies and general public	Increased satisfaction of travel industry, border agencies (as measured by periodic surveys) with the level of consultation and information
4. Implement a training plan for the Immigration Division	<ul style="list-style-type: none"> Adopt a training plan for staff Pursue opportunities with bilateral aid agencies for short term and long term overseas work experience 	<p>Report on appropriate staffing needs for the Immigration Division</p> <p>Produce a Training Plan covering short, medium and long term strategies for capacity development</p>	<p>Structure reviewed and recommendations made by August 2010</p> <p>Training plan produced by December 2010</p>
5. Maintain an up-to-date Information Technology System	<ul style="list-style-type: none"> Provide computer training for staff Develop system and business recovery plan Continuously review IT resources and develop ways of utilizing existing resources to deliver more efficient and flexible outcome to the public 	<p>Training programs developed and conducted</p> <p>System and business recovery plan developed and implemented</p> <p>Upgraded database systems and maintain integrity of immigration data</p>	<p>Improvements in computer skill levels of staff measured by skills audits</p> <p>Integrity of business recovery systems</p> <p>Data-base up to date and operating effectively</p>



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	<ul style="list-style-type: none">• Liaison with management contractors for maintenance of system• Initiate backup method for security and protection of immigration data• Information user polices	<p>Liaison Plan established and operating</p> <p>Back up method established and operating effectively</p> <p>Information user policies developed and implemented</p>	<p>Effectiveness of system as measured by proportion of time system is operating</p> <p>Awareness of user policies as measured by awareness surveys</p> <p>Awareness of user policies as measured by awareness surveys</p>
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TRANSNATIONAL CRIME UNIT (TCU)

GOAL:

To ensure the safety of Samoa using high level intelligence network to detect transnational criminal activities.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
<p>1. Identify, develop and conduct intelligence led investigations and undertake pro-active, issue specific target development projects relating to transnational crime</p>	<ul style="list-style-type: none"> • Develop and produce an information collection plan • Cultivate, develop and maintain human source • Develop and produce a Major Investigation Plan (MIP) • Maintain a consistency record of all intelligence and information received by Samoa TCU 	<p>Information collection plan developed and operating effectively</p> <p>Human resources policies in place and implemented</p> <p>Major investigation plan developed and implemented</p> <p>A current and up to date Intelligence and Information database</p>	<p>Improvement in accuracy and timeliness of information</p> <p>Increased skill levels based on skills audits</p> <p>Successful investigation of TCU cases</p> <p>Accuracy and timeliness of intelligence and information as indicated by regular reviews.</p>
<p>2. Establish, develop and foster effective and efficient relationships and partnerships with key stakeholders and clients</p>	<ul style="list-style-type: none"> • Promote the services, functions, objectives and mission of Samoa TCU • Identify key stakeholders and clients 	<p>Consultation and awareness program in place</p> <p>Key stakeholders and clients identified and communication program developed</p>	<p>Consultation and awareness program implemented January 2011</p> <p>Stakeholder and Communication Plan implemented January 2011</p>



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	<ul style="list-style-type: none"> • Develop and maintain Memoranda of Understanding and Exchange of Letters with key stakeholders and clients • Provide reports to key stakeholders and clients 	<p>Memoranda of Understanding & Exchange of Letters in place for key stakeholders & clients</p> <p>Effective reporting system to stakeholders and clients implemented</p>	<p>All memoranda of understanding and letters of Exchange documented and completed by June 2011</p> <p>Improved client and stakeholder satisfaction with reporting based on Client surveys</p>
<p>3. Produce high quality tactical law enforcement intelligence for key stakeholders and clients</p>	<ul style="list-style-type: none"> • Develop and maintain a tactical law enforcement database • Maintain the flow of relevant information is sent in a timely manner to other law enforcement agencies using a secure email system 	<p>Tactical Law Enforcement database developed and operational</p> <p>Information exchange policies and procedures with other law enforcement agencies developed</p>	<p>Database developed and operational by March 2011</p> <p>Satisfaction with timeliness and relevance of information through survey of other law enforcement agencies</p>
<p>4. Implement a comprehensive training plan for the TCU, incorporating and supporting career paths for staff development and enhancement</p>	<ul style="list-style-type: none"> • Adopt a training plan for staff • Pursue opportunities with bilateral aid agencies for short term and long term overseas work experience, focused technical courses and traditional tertiary education 	<p>Report on appropriate staffing structure for the TCU</p> <p>Produce a Training Plan covering short, medium and long term strategies for capacity development</p>	<p>Structure reviewed and recommendations made by July 2010</p> <p>Training plan produced by December 2010</p>



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<p>5. Research Projects of a national significance to determine current and future threat trends</p>	<ul style="list-style-type: none"> • Monitor strategic crime and security trends • Provide threat assessment reports to relevant stakeholders and clients 	<p>Monitoring and Evaluation framework functioning</p> <p>Threat assessment reporting implemented</p>	<p>M&E framework implemented June 2011</p> <p>Satisfaction of stakeholder and clients with threat assessment reporting</p>
<p>6. Analyze information in relation to producing reports, assessments and briefings in relation to Transnational Crime and border protection issues.</p>	<ul style="list-style-type: none"> • Easy access to all information available from internal and external stakeholders like the Customs, FIU, Police and other relevant agencies 	<p>Effective briefings program in place and functioning</p>	<p>Satisfaction of other agencies with quality of briefings from TCU</p>



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FACILITY MANAGEMENT UNIT (FMU)

GOAL:

To improve the efficiency and effectiveness of Samoa's Public Service to support Samoa's national development priorities.

OBJECTIVES	ACTIVITIES	OUTPUTS	PERFORMANCE INDICATORS
<p>1. To support initiatives aimed at strengthening Public Sector Management (Priority Area 3, Goal 6, Strategy for the Development of Samoa 2008-2012)</p>	<ul style="list-style-type: none"> • Provide practical support to partner agencies in the development and implementation of public sector improvement projects • Raise stakeholder awareness of PSIF (programs, eligibility, funding etc) 	<p>Quality proposals developed and submitted to FSC for approval</p> <p>Monthly progress reports to FSC on approved projects</p> <p>Independent reviews (mid-term, yearly, completion etc) conducted for selected projects</p> <p>Claims for payment certified and payment processed</p> <p>Communication strategy revised; monthly update of website; newsletter produced/circulated every 6-months</p>	<p>Projects approved by FSC for funding</p> <p>Timely implementation of projects and successful delivery of milestones</p> <p>Reports from selected reviews endorsed by the FSC</p> <p>Timely payment of claims in accordance with PSIF and GoS guidelines</p> <p>Increase of quality project proposals received for funding</p> <p>Projects are approved for funding by the FSC</p>



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<p>2. To ensure the FMU is continuously operating in an efficient and effective manner, that is responsive to the needs of public sector agencies and is accountable for the use of PSIF funding;</p>	<ul style="list-style-type: none"> • Initiate regular meetings of PSIF Facility Coordinating and Facility Steering Committee • Develop, implement and monitor PSIF Annual Workplan, Review & Forward Program, Monthly Cashflow and M&E framework • Initiate annual independent review of FSC and FMU • Initiate annual audit of the PSIF Special Purpose Account 	<p style="text-align: center;">Agenda and supporting documentation for FCC and FSC meetings provided 1 week in advance</p> <p>PSIF Annual Workplan, Review & Forward Program, Monthly cashflow and M&E Framework tabled for discussion at FSC meeting</p> <p>TORS developed and contractor selected to conduct independent review; Report independent review submitted</p> <p>Audit conducted, report submitted and tabled at FCC and FSC meeting</p>	<p>Monthly meetings of FSC held; minutes certified by Chair; Circular memorandum sent out to all ministries quarterly re strategic direction and key decisions</p> <p>PSIF Annual Workplan, Review & Forward Program, Monthly Cashflow and M&E Framework approved by FSC, endorsed by FCC; receipt of AusAID/NZAID annual allocation</p> <p>Report of Independent review accepted by partner Governments and recommendations incorporated in PSIF program</p> <p>Audit completed within 3-months of financial year end; Report accepted by FSC and endorsed by partner Governments; deposit of AusAID/NZAID annual allocation into PSIF account</p>
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<p>3. To support the continuous strengthening of competencies in project management, public sector reform and strategic planning & policy for FMU staff</p>	<ul style="list-style-type: none">• Conduct 6-month and annual personal performance appraisal (PPA) of FMU staff• Design & implement annual professional development program for each FMU officer	<p>Completed annual performance reports for FMU staff</p> <p>Professional development program produced</p>	<p>6-month and annual performance reports endorsed by CEO</p> <p>Professional development program approved by CEO and endorsed for funding by FSC</p>
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