



# **MINISTRY FOR PUBLIC ENTERPIRSES**

## **Annual Report**

**1 July 2016- 30 June 2017**

22<sup>nd</sup> January 2018

Honorable Speaker of the House  
Legislative Assembly  
**TUANAIMATO**

In accordance with article 88(2) of the Constitution of the Independence State of Samoa, I am pleased to submit herein the first Annual Report for the Ministry for Public Enterprises for the year ending 30 June 2017.

The Report records the Office's key performance results during the financial year 1 July 2016 – 30 June 2017, in accordance with its mandate and output structure. It also provides a summary of the core activities carried out by the Ministry since its establishment in August 2015 to date.

The report also notes key challenges faced by the Ministry in the reporting period, how they were dealt with and advocates practical recommendations for the future.

I wish to thank the Management and staff of the Ministry for their hard work and significant achievements this year and encourage consistency of compliance and performance in future years.

Ma loufaaaloalo lava,

Honorable Lautafi Fio Selafi Purcell  
**MINISTER OF PUBLIC ENTERPRISES**

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# ACRONYMS

**AR** Annual Report  
**CEO** Chief Executive Officer  
**CEMD** Commercial Entities Monitoring Division  
**CP** Corporate Plan  
**CSD** Corporate Services Division  
**CSO** Community Service Obligation  
**HR** Human Resource  
**ICT** Information & Communication Technology  
**ISC** Independent Selection Committee  
**MBMD** Mutual & Beneficial Monitoring Division  
**MD** Managing Director  
**MPE** Ministry for Public Enterprises  
**NPAT** Net Profit After Tax  
**PBGD** Public Bodies Governance Division  
**PPP** Public Private Partnership  
**PPPPD** Public Private Partnership & Privatization Division  
**PTB** Public Trading Bodies (equivalent to Commercial Entities)  
**QR** Quarterly Reports  
**ROE** Return On Equity  
**SDS** Strategy for the Development of Samoa  
**SCO** Statement of Corporate Objectives  
**SOE** State Owned Enterprise  
**WOA** Warrant of Appointment

## **PUBLIC BODIES:**

<b>ACC</b> Accident Compensation Corporation	<b>SLAC</b> Samoa Life Assurance Corporation
<b>DBS</b> Development Bank of Samoa	<b>SLC</b> Samoa Land Corporation
<b>EPC</b> Electric Power Corporation	<b>SNPF</b> Samoa National Provident Fund
<b>GCA</b> Gambling Control Authority	<b>SPA</b> Samoa Ports Authority
<b>LTA</b> Land Transport Authority	<b>SPL</b> Samoa Post Limited
<b>NHS</b> National Health Services	<b>SQA</b> Samoa Qualification Authority
<b>NKFS</b> National Kidney Foundation of Samoa	<b>SROS</b> Scientific Research Organization of Samoa
<b>NUS</b> National University of Samoa	<b>SSC</b> Samoa Shipping Corporations
<b>PAL</b> Polynesian Airlines Limited	<b>SSS</b> Samoa Shipping Services
<b>PTO</b> Public Trust Office	<b>SSFA</b> Samoa Sports Facilities Authority
<b>SAA</b> Samoa Airport Authority	<b>STA</b> Samoa Tourism Authority
<b>SFESA</b> Samoa Fire & Emergency Services Authority	<b>STEC</b> Samoa Trust Estate Corporation
<b>SHC</b> Samoa Housing Corporations	<b>SWA</b> Samoa Water Authority
<b>SIFA</b> Samoa International Finance Authority	<b>UTOS</b> Unit Trust of Samoa

# MINISTRY OVERVIEW

Since the establishment of the Ministry in August 2015 the Ministry has completed its transitions from the Ministry of Finance to be an independent Ministry in June 2016. The first primary focus was to develop and implement our corporate strategy which materialized when our Ministry published its first Corporate Plan 2017-2020 in January 2017.

The Ministry's main responsibility is to monitor the performance of twenty eight (28) Public Bodies in accordance with requirements of the Public Bodies (Performance & Accountability) Act 2001.

The Ministry intends to achieve its Vision of **“High performing Public Bodies delivering quality service”** through our aim to meet our Mission **“to monitor and assess the performance and quality of service delivery by Public Bodies to ensure they are making a valuable contribution to the economic and social development”**. Achieving our Vision and Mission in the next four (4) year will contribute to the implementation of the Strategy for the Development of Samoa (SDS) and respective Sector plans.

The Ministry main focus is to improve the performance and accountability of all Public Bodies to ensure they provide the best possible service to the public and with this in mind we have recognized three outcomes the Ministry will be responsible to deliver:

**Outcome 1:** To foster full compliance by Public Bodies with the legislative and policy frameworks approved by Government for the Public Bodies sector.

**Outcome 2:** For Public Bodies to deliver services that are of high standard and efficient to the public.

**Outcome 3:** For Public Bodies to provide an economic and social return on the investment that Government has made into their operations.

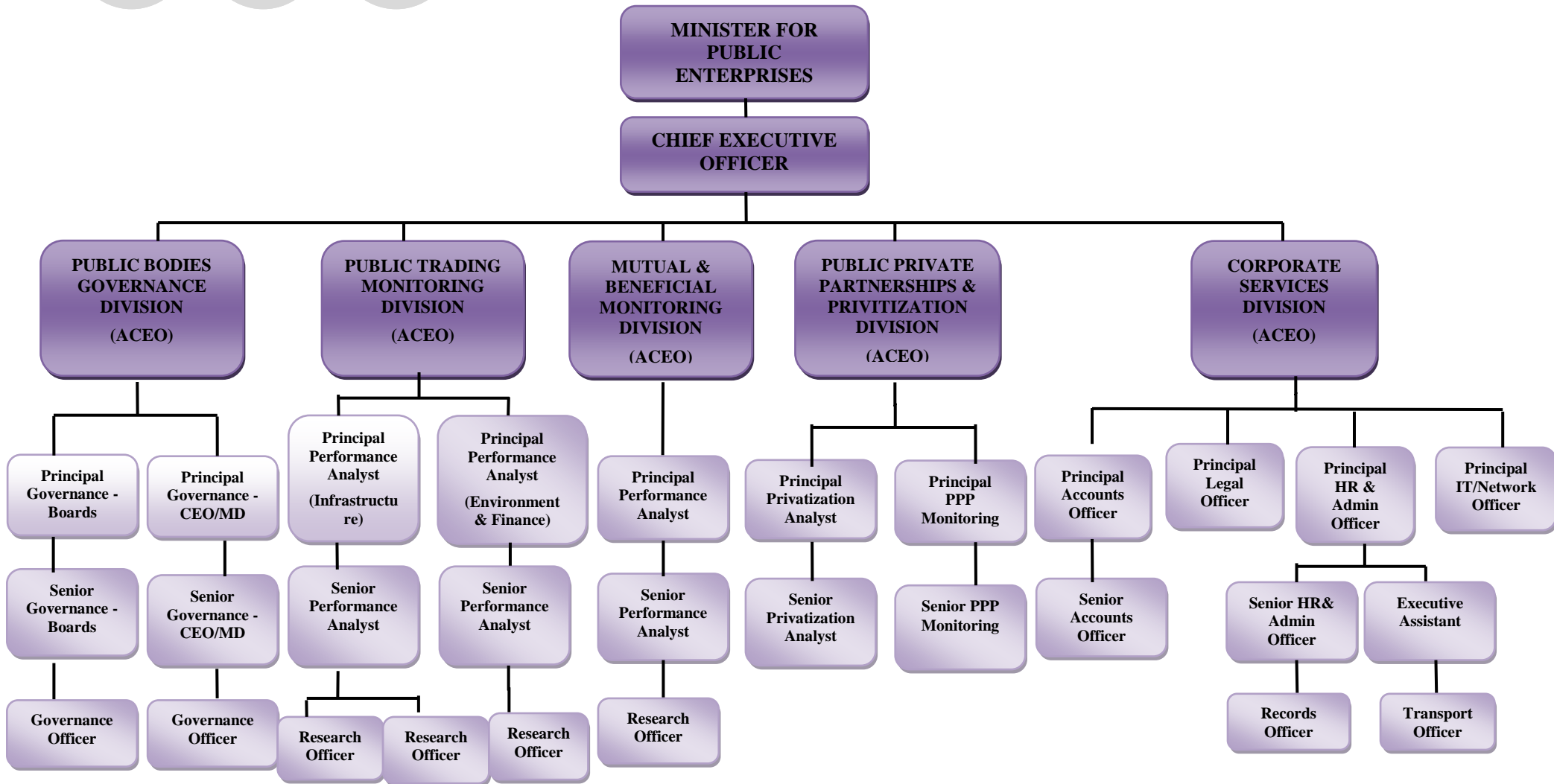
One of the major challenges faced by the Ministry is the ongoing review and amendment of our governing Act, through various consultations with all Public Bodies the Ministry has yet to finalize its amendments. The Ministry is intending to finalize the proposed amendments early 2018 with the assistance of the Attorney General's office and the recruitment of our Executive Legal officer currently in the process.

This report will highlight the following achievements and initiatives with accordance to our corporate strategy within the fiscal year under review:

- Approval of the Ministry's Workforce Plan 2017-2020
- Complete the privatization of the Agriculture Store Corporation in April 2016.
- Complete launching of the PPP Handbook and the establishment of the PPP Steering committee.
- Development of the Director's Handbook
- Dividends collection achieved.

- Ministry Website launched in April 2017.
- Review of Annual Report & Quarterly Report guidelines completed
- Significant improvement in compliance of reporting requirements from Public Bodies.

# ORGANIZATION STRUCTURE





# PUBLIC BODIES GOVERNANCE DIVISION

## **(A) OVERVIEW:**

The goal of the Public Bodies Governance Division (PBGD) is to improve the performance of Public Bodies by strengthening their governance and regulatory frameworks in accordance with the Public Bodies (Performance & Accountability) Act 2001. The Division's efforts to do this have been guided by four key objectives. They are (1) ensure the timely recruitment of Directors, (2) strengthen the performance of Boards & Directors, (3) effectively monitor the performance of public body CEOs/GMs and (4) support the delivery of the Ministry's wider policy mandate.

The Division's core activities over the last 12 months have included:

- Making sure that the Directors database is always up to date and that the recruitment & selection of Directors is done on time.
- Initiate regular meetings of the Independent Selection Committee (ISC) and provide them with relevant support in reviewing all applicants and making recommendations to Cabinet on Director Appointments.
- Developing a performance management framework for Directors & Boards and preparing three (3) year performance summaries for selected public bodies.
- Developing recruitment & selection guidelines and a performance management framework for Public Body Chief Executive Officers and General Managers.

## **(B) ACHIEVEMENTS:**

- Thirty three (33) Director appointments made. Currently 190 Directors serving on the boards of 28 Public Bodies. Twelve monthly Director Database reports submitted to the Minister and the ISC. As of the 30 June 2017 the Director Database has 240 applicants.
- Final draft of the Directors Handbook developed and endorsed by the ISC. Handbook outlines the duties and responsibilities of Directors and Boards.
- Directors Forum held Induction & orientation held for all new Directors
- Quarterly Governance Reporting for Public Bodies now in place.

## **(C) INNITATIVES & SIGNIFICANT REFORMS**

- A review of processes and template for Directorships is on-going. Objective is to simplify processes and requirements and making these more relevant to the current context within which Public Bodies now operate. Updated Declaration of Pecuniary Interest & Convictions form now in place with changes to Director Application form in progress.

- First draft of the performance management framework for Board Directors completed. Consultations with Directors and Boards being scheduled for implementation in the next financial year.
- First draft of recruitment & selection guidelines and a performance management framework for Public Body Chief Executive Officers & General Managers completed. Consultation and endorsement schedule being developed for the next financial year.
- Database for Public Body Chief Executive Officers & General Managers developed. Quarterly Summaries now produced to track recruitment & selection, appointments, completion of contracts etc.
- Introduced Governance Seminar Series where Division members make presentations to the Ministry on local and international governance issues.

#### **(D) CHALLENGES**

Directors Handbook, performance management framework for Directors & Boards, the recruitment & selection guidelines and the performance management framework for Public Body Chief Executive Officers & General Managers cannot be finalized and rolled out until the Amendments to the Public Bodies (Performance & Accountability) Act 2001 is approved by Cabinet and tabled before Parliament. Getting the consensus of all Public Bodies continues to be challenge.

Inconsistencies of performance and accountability requirements in the Act and the Public Bodies enabling legislations have been highlighted since the establishment of the Ministry. Proposed amendments are underway to clarify responsibilities for effective implementation of the Act.

# COMMERCIAL ENTITIES MONITORING DIVISION

## **(A) OVERVIEW**

The Commercial Entities Monitoring Division (“CEMD”) is responsible for the effective and efficient monitoring of Public Trading Bodies (“PTBs”) listed in Schedule 1 of the Public Bodies (Performance and Accountability) Act 2001 (“The Act”). The divisional goal is to ensure PTBs’ profitability, compliance to the Act, financial sustainability and service delivery is enhanced.

CEMD consists of two units classified according to Sectors; the Infrastructure PTBs Unit as well as Finance & Environment PTBs making up a total of 17 PTBs.

## **(B) ACHIEVEMENTS**

### **(I) Reporting Framework and Policies**

- The Guidelines for annual and quarterly reporting was reviewed and approved in January 2016. The intention of the review is to ensure transparency in information provided by PTBs to the Ministry. The PTBs audited accounts are 94% updated with only SSS with outstanding Audited Accounts since 2014 due to the delay in finalization of the Pacific Forum Line (PFL) accounts. Compliance to mandated deadline for submission remains a challenge but the Ministry commends the effort of both the external auditors as well as PTBs in ensuring audited accounts are updated and Annual Reports submitted for review. Improvement noted for submission of PTBs quarterly reports as reflected in the majority of PTBs included in the overall quarterly submissions to Cabinet.
- The Guidelines for Corporate Planning was reviewed and approved in January 2016. The improvement in corporate plan and statement of Corporate Objectives content was aimed at setting strategies and objectives in achieving service quality and efficiency by Public Bodies, greater transparency and accountability and strengthening Financial Resilience. The review was also to ensure that PTBs non-commercial objectives are included in the Plans as corporate social responsibilities and community service obligations approved by Government. All PTBs now have approved CPs and SCOs 2017-2020 except for STEC as it needs to take into account Cabinet’s decisions in amalgamating land ownership in Samoa.
- The preliminary review of the Dividend Policy was undertaken to identify issues with its implementation and its linkage to ROE policy is unclear. With issues now ascertained the Terms of Reference for a Technical Assistance to undertake both comprehensive reviews of the two policies has been finalized. Notwithstanding, the compliance of PTBs to both policies have gradually improved. There has been an increase in dividend recorded in both FY ending 30th June 2016 and 30th June 2017. Dividend collection for both FY from the PTBs is reported in Table 1.

- The Community Service Obligation policy was also reviewed to identify gaps in the current policy and its implementation. The review is also subject to further consultations with PTBs.

## (II) PTBs Performance

- In 2016 EPC, GCA, PAL, SHC, SIFA, SPL, SPA, SSC and UTOS recorded profits following the increase of revenue over expenditures. Of the 9 PTBs, only GCA, PAL, SIFA, SPA, SSC and UTOS achieved and exceeded the 7% ROE benchmark.
- During the FY 2015/2016 and FY 2016/2017, the dividends collected from respective PTBs are tabulated below. The increase in collection in FY ending 2016 mainly comprised of outstanding dividends collected from enforcement of compliance to the Dividend Policy.

**Table 1:**

		2016	2017
<b>1</b>	EPC	1,000,000	
<b>2</b>	LTA	874,016	102,309
<b>3</b>	PAL	307,000	462,463
<b>4</b>	PTO	137,362	-
<b>5</b>	SAA	653,142	314,751
<b>6</b>	SPA	-	1,005,204
<b>7</b>	SHC	358,621	-
<b>8</b>	SPL	207,544	93,072
<b>9</b>	SSC	1,781,376	-
<b>10</b>	UTOS	501,863	600,000
	<b>Total</b>	<b>5,820,924</b>	<b>2,577,799</b>

- All PTBs except for STEC and SSS have positive cash flow for both FY ending 30th June 2016 and 30th June 2017 reflecting financial sustainability.
- Summary of the PTB's key financial results is provided in Appendix 1.

## (C) INITIATIVES & SIGNIFICANT REFORMS

### 1. PUBLIC TRADING BODIES INITIATIVES/PROJECTS

The PTBs continued to implement infrastructural projects which include but not limited to ports rehabilitation, upgrading of airport terminal, completion of Vaitele street extension and upgrading of domestic wharves. SWA continued to undertake borehole drilling works and pump testing to increase water supply. EPC in increasing power supply has successfully completed the Alaoa hydro plant during the period.

SHC in taking over Government rental properties has refurbished 28 properties to meet commercial standards alongside with management of its loan portfolio. DBS continued to offer concessional

loans for development purposes with 65% of its investment portfolio is for tourism development. UTOS continued to offer affordable refinancing options by way of capital notes to assist other Public Bodies with their financing arrangements.

In January 2015, following passage of the amended Public Bodies Act 2001 has listed Samoa International Finance Authority (SIFA) and Gambling Control Authority (GCA) as Public Trading Bodies.

## **2. DIVISIONAL INITIATIVES**

CEMD is undertaking a major review of its existing CSO, Dividend and ROE policies following the preliminary issues fact finding review undertaken in the current FY. This is to ensure that KPIs/policies developed is practical to implement and further enhances the performance monitoring of the 17 PTBs.

### **(D) CHALLENGES**

The current ROE policy is somehow too optimistic and hasn't been fully achieved by the 17 PTBs. The under-achievement of the 7% ROE has negatively impacted the gradual improvement in performance in some PTBs. It is a one-size fits all benchmark and does not take into the different magnitude and nature of operations of PTBs. Furthermore, a poor performing PTB would pull down the overall portfolio return and profitability.

The current Dividend Policy is a blanket target where 50% of audited NPAT is paid as dividends to Government. The policy does not take into account the effect of accumulated losses from the past, planned capital expenditure as well as the financial sustainability of the PTB in making such payment. The solvency test is also not considered by most PTBs in implementing the dividend policy.

Compliance to annual reporting mandated timeframe remains a challenge; the delay in completion of audit is mainly the result of the non-compliance of PTBs to the required timeframe for submission of audited accounts.

The persistent loss making PTBs including STEC, LTA and PTO remains a challenge in terms of achieving profitability as their mandated objective.

# MUTUAL & BENEFICIAL MONITORING DIVISION

## (A) OVERVIEW

The Mutual and Beneficial Monitoring Division (MBMD) under its umbrella is responsible for the fiscal oversight of Mutual Bodies (ACC, SNPF, SLAC) and Beneficial Bodies (NHSS, NUS, NKF, SFESA, SSFA, SQA, SROS, STA). Mutual Public Bodies are mainly statutory authorities that operate as Public Trading Bodies mandated to be profitable but are not required to pay dividend to Government but instead to its contributors and policy holders. Beneficial Public Bodies are those that provide public service on behalf of the government and are generally not profit oriented.

## (B) ACHIEVEMENTS

- 90% (10 out of 11) of Mutual and Beneficial PB's have finalized their Corporate Plans 2017-2020 for implementation. MBMD is working with SSFA to finalize their Corporate Plan before submitting to Cabinet for endorsement.
- Three (SNPF, NUS, SFESA) out of eleven Mutual and Beneficial PB's submitted their Annual Reports 2016 by the due date (31 October 2016). The delay for most of the PB's was mainly due to finalizing of Audited Accounts. Despite that, all of the Mutual and Beneficial PB's have already completed and submitted their Annual Reports 2016 to MPE and to be tabled in Parliament. The Annual Report 2017 is due to be submitted in October 2017.
- There has been an improvement in the level of compliance with the submission of PB's Quarterly Reports to MPE by the due dates (Q117 - 45%, Q217 - 72%, Q317 - 72%, Q417 - 81%).
- Financial sustainability of Mutual PBs continued to remain strong with an increased NPAT by 10.3% in 2016 compared to 2015. This is complimented by a current ratio of 38.6:1 exceeding the 2:1 benchmark.
- Beneficial PB's on the other hand recorded a surplus of \$4.9million in 2017 compared to (\$1.8million) deficit in 2016. Government Grant as the major source of funding for Beneficial PB's also increased by 3.3% in 2016 compared to 2015.

## (C) INITIATIVES AND SIGNIFICANT REFORMS

- NHSS as one of the Beneficial PB's is soon to be merged with MOH following Cabinet Directive. MPE as a member of the Merger sub-committee is assisting in providing advice and information needed from time to time to ensure the successful implementation of the merger going forward.
- MBMD has foreseen the need to strengthen the fiscal oversight of Mutual and Beneficial PB's. This is in terms of enhancing the current monitoring framework to also reflect the non-financial impact of the work being done by PB's and also the inclusion of a risk assessment for the Government. Discussions have already being started with Pacific Financial Technical Assistance Center (PIFTAC) on providing a technical assistance for this important work. This exercise is scheduled to kick start in early July 2017.

- One on one consultation with each PB's has also been scheduled mainly for the purpose of ensuring all PB's are mutual understanding in terms of reporting and policy requirements.

#### **(D) CHALLENGES**

The main challenge encountered by MBMD is the delay in the submission of reporting requirements (AR, QR, CP) from PB's which hinders the timely submission of adequate advice and recommendations to Shareholding Ministers.

## **PUBLIC PRIVATE PARTNERSHIP & PRIVITIZATION DIVISION**

#### **(A) OVERVIEW**

The key objective of the division is to effectively identify, implement, and monitor Government PPP and Privatization programs. The key focus for the two FYs is the division set up in terms of staff recruitment and a clear platform to guide its way through the early years of MPE's establishment. Following the establishment of the Division, its key tasks included undertaking a review of its key existing PPP and privatization policies and relevant Cabinet directives under the MPE mandate.

The capacity building was one of the key issues within the two FYs however, the Ministry successfully managed to secure a TA to assist in strengthening the staff existing PPP and privatization skills and knowledge with implementation of the Government PPP guidelines.

#### **(B) ACHIEVEMENTS**

The key achievements that materialized during the two FYs are as follows:

- Completion of ASC privatization in April 2016.
- Cabinet approved the PPP handbook in March 2017 which is a simplified and revised version of the 2014 Framework for the planning and implementation of PPPs.
- Cabinet approved the conduct of a detailed review for EPC to determine any potential PPPs that will assist in strengthening its existing services from generation of electricity to retailing.
- The establishment of the Samoa Submarine Cable Co. Ltd (SSCC) Joint Venture between three Government Public Bodies (UTOS, SNPF and SLAC) and three private companies (Bluesky, Digicel and CSL).
- Completion of the scoping studies to determine privatization options for the three identified privatization candidates approved by Cabinet in 2015, namely PTO, SPL and SHC.

### **(C) INITIATIVES & SIGNIFICANT REFORMS**

The key initiatives and projects that are continuously in progress are:

- The simplification and revision of the 2014 Framework for the planning and implementation of PPPs in Samoa.
- The establishment of Brochures to promote PPP and Privatization guidelines and planning of workshop with Government agencies for effective planning and implementation of PPP projects.
- Cabinet approval to conduct a detailed assessment to determine potential PPPs in EPC to assist in strengthening EPC's existing services.

### **(D) CHALLENGES**

The key challenges faced by the Division in achieving its targets are:

- Capacity building especially planning and implementation of PPP projects.
- Implementation of the privatization program given the readiness of the Public Bodies as well as the market for sustainability of the service delivery post privatization.
- Promoting the PPP guidelines in Government Ministries and Public Bodies.



# CORPORATE SERVICES DIVISION

## **(A) OVERVIEW**

The key purpose of the division is to provide efficient and effective institutional support services in administration, human resource, finance, information technology, information management, policy and planning, and public relations in support of the Ministry's strategic objectives.

The CSD ensures adherence to the Public Financial Management Act 2001, Treasury Instructions 1977, Public Service Act, and relevant circulars from Ministry of Finance and Public Service Commission.

The Corporate Services is primarily responsible for the coordination of the following functions:

- Ensure excellent in Human Resource Management and Human Resource Development
- Maintain an effective administrative role to all divisions and CEO.
- Enhance financial management process through full compliance with Act and regulations of financial processes and effective allocation and collection of funds.
- Improve and enhance ICT Support and in place internal control policies.
- Develop and implement Records Management system.
- Ensure effective Transport Services to all staff.

## **(B) ACHIEVEMENTS**

The key achievements of the division are as follow:

- Complete development of the Ministry's Workforce Plan for 2017-2020 in May 2017.
- 100% completed recruitment and selection process for of established and approved positions in the organizational structure.
- Development and launching of MPE first website in April 2017.
- Establishment and approval of internal IT policy in March 2017.
- Fully independent communication systems and IT infrastructure from MOF support.
- Procurement of the first office vehicle (Hiace Van) for staff transportation and mail delivery in December 2016.

## **(C) INITIATIVES& SIGNIFICANT REOFORMS**

- One of the major initiatives of CSD is to seek approval from MOF for funding for our Principal Legal position. There is a high demand for our Principal Legal officer to be on board to help progress our review and assessment of our Public Bodies (Performance & Accountability) Act.

- Now that MPE has developed its Workforce Plan, one of the major focus for the upcoming years is to implement its HR strategies to achieve our goals.
- Since the launching of our Website, MPE is now focusing on linking all our PB's and website to our website to build awareness and improve information sharing and transparency.
- CSD will be focusing on developing and implementing a centralized Records Management system that will link the filing and record system to be used across all divisions.

#### **(D) CHALLENGES**

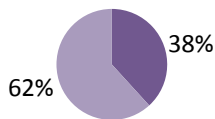
The major challenge and issue with MPE now is the limited office space for expansion and operation. We are currently located at the 7<sup>th</sup> floor of the Central Bank Building sharing facilities with ADB & World Bank Liaison Offices.

Since the establishment of the Ministry one of the major challenges to encounter is the recruitment and selection of the right people with the right skills for all our positions. We are optimistic that this will be managed with the implementation of our Workforce Plan Strategy.

# PEOPLE MANAGEMENT

## Gender Profile

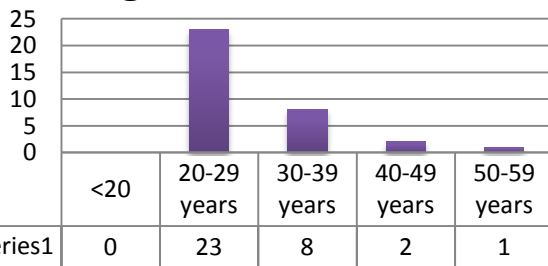
■ MALE ■ FEMALE



### (A) GENDER PROFILE

As of end of June 2017, there are 21 female and 14 male currently employed in the Ministry giving a gender profile of 62% and 38% ratio. The slightly higher number of women than men is reflective of the trend across the public service. This needs to be taken into account when it comes to succession planning and responsibilities sharing when staff are on approved leave.

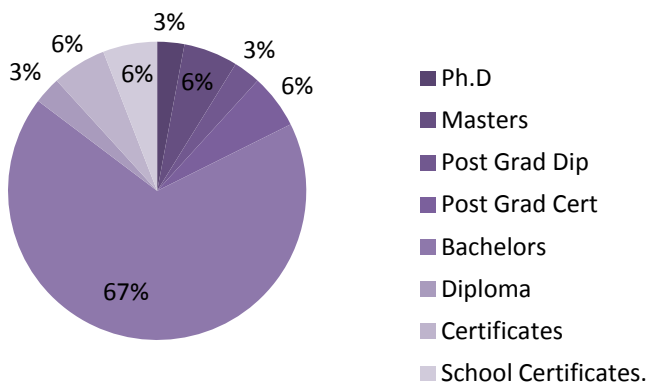
## Age Profile



### (B) AGE PROFILE

The Ministry has a comparatively young workforce with a total of 23 employees between the age of 20-29 years, 8 employees between 30-39 years, 2 employees between 40-49 years and 1 employee between 50-59 years. A comparatively young work force implies that time must be invested in developing their skills and giving them the opportunity to gain the experience necessary if we want them to be effective. Younger officers tend to be more mobile, looking for opportunities and better remuneration elsewhere making staff retention an issue.

## Qualification Profile



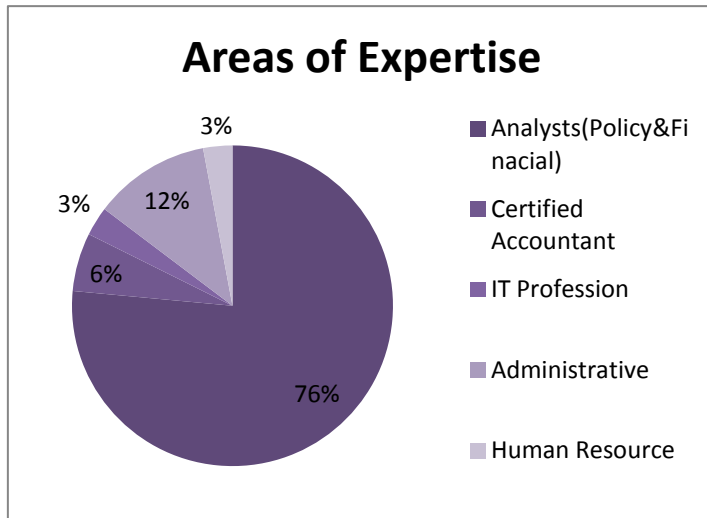
### (C) QUALIFICATION PROFILE

The ministry has a high number of qualified staff due to the fact that 27 positions(82%) requires Bachelor degree as one of essential criteria's for entry point. The remaining 22% is occupied by supporting staff that the minimum required qualifications are Certificate level.

Higher tertiary qualifications consist of one PhD, two Master degrees, one post graduate diploma, and two post graduate certificate. In terms of fields of study, the majority are in Commerce majoring in Management,

Economics, Accounting and Business studies. Other areas included international relations, political science and history.

Accordingly, the workforce obtains relevant qualifications based on primary areas of work such as policy and financial analyst, however, the number of formal training on those areas is low based on the fact that they are relatively young and new.

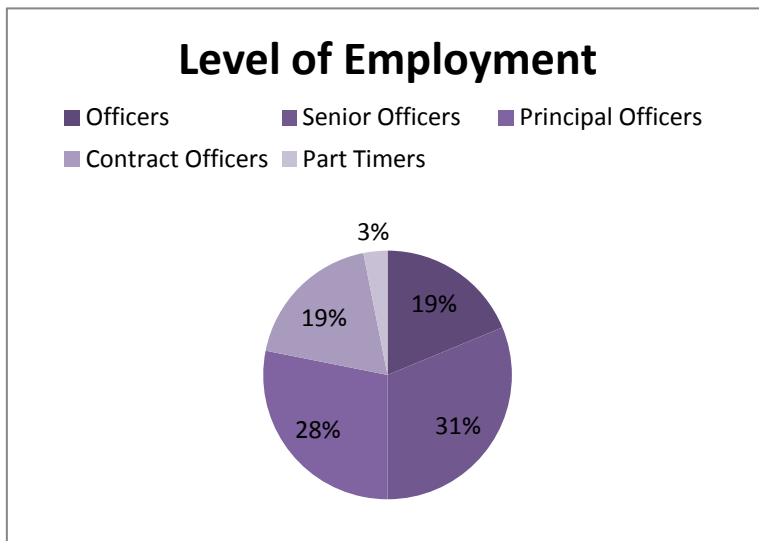


#### (D) AREAS OF EXPERTISE

The majority of the Ministry's workforce are employed as policy and/or financial analysts (82%) which reflects of the core function of the Ministry to monitor the performance of Public Bodies. Given the Ministry's mandate the high percentage of policy & financial analysts is one that needs to be maintained. Other areas of expertise include accountancy, administration, human resources and information technology.

The current make up of expertise in the Ministry has implications for the type of training & development we need in order to

strengthen the capacity of the staff as well as the methods used to track how effective they are in applying their knowledge.



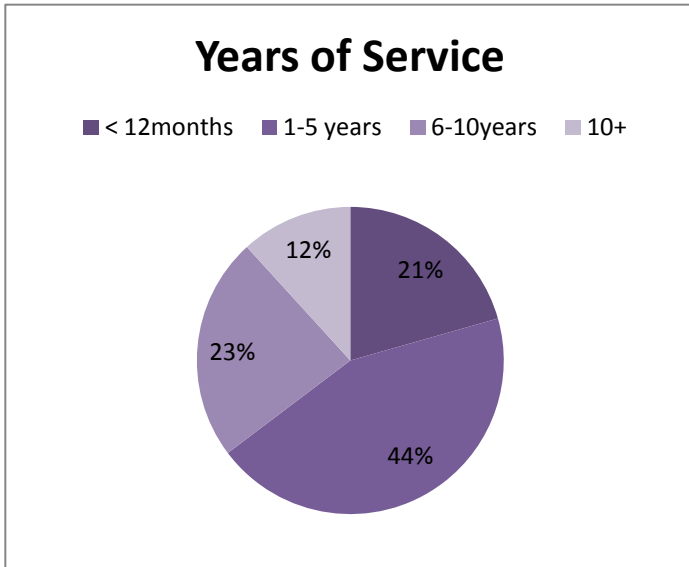
#### (E) LEVEL OF EMPLOYMENT

Based on the organizational structure there are six (19%) officer positions, ten (31%) senior positions, nine (28%) principal positions and six (19%) contract positions. There is one (3%) part-timer.

The number of officer positions relative to seniors and the number of senior positions relative to principals means that the opportunities to advance internally are limited. The chances that officers at the officer and senior level will look for professional advancement and higher pay

elsewhere is a reality. The combined number of senior and principal level positions (19 representing 59%) also suggests the need for ongoing professional development in the areas of leadership, planning and policy advice which is what is expected of positions at this level.

**(F) YEARS OF SERVICE**



The majority of the Ministry’s workforce (22/34 or 65%) have been working in the public service for five years or less. This number comprise of six(6) employees who have been working for less than 12 months. The total here spreads along officers and senior staff. Again, this implies that much effort is required to ensure these officers are given every opportunity to get quality, on the job training and experience.

At the management level the average length of service is 10years. This means there is a wealth of public service experience that can be drawn down from management to train and support the growth and professional development of the Ministry's young workforce.

**(G) STAFF TURNOVER**

Since August 2015 there have only been two resignations. However for reasons that will be presented we can expect the turnover rate to be higher than this over the years to come and it will be a challenge for the Ministry to maintain its experience staff.

# STATEMENT OF REVENUE & EXPENDITURE

The statement of Receipts and Expenditure by Outputs reflects the activities and funds spent to accomplish the Ministry's objectives and goals.

## STATEMENT OF MINISTRY RECEIPTS BY REPORTING CATEGORY AND EXPENDITURE BY OUTPUT

### APPROPRIATION ACCOUNT

*for the financial year ended 30 June 2017*

	<u>2017</u>	<u>Original Estimate</u>	<u>Final Estimate</u>	<u>(Over)/Under</u>	<u>2016</u>
PUBLIC ENTERPRISES	₺	₺	₺	₺	₺
<b>RECEIPTS</b>					
<b>Ordinary Receipts</b>					
<b>Income From Investments</b>					
<b>Dividends</b>	<b>5,276,998</b>	<b>3,605,986</b>	<b>3,605,986</b>	<b>(1,670,012)</b>	<b>0</b>
Land Transport Authority	102,309				
Polynesian Airlines Limited	462,463				
Samoa Airport Authority	314,751				
Samoa Ports Authority	1,005,204				
Samoa Post Limited	93,072				
Unit Trust of Samoa	600,000				
Virgin Samoa Entrust	2,696,682				
	2,518				
<b>TOTAL RECEIPTS</b>	<b>5,276,998</b>	<b>3,605,986</b>	<b>3,605,986</b>	<b>(1,671,012)</b>	<b>0</b>
<b>PAYMENTS</b>					
<b>Outputs</b>					
1.0 Policy Advice to the Prime Minister	296,958	299,710	299,710	2,752	0
2.0 Ministerial Support	326,298	329,133	329,133	2,835	0
3.0 Commercial Entities	442,044	441,783	444,408	2,364	0

Division					
4.0 Governance Division	396,146	412,575	408,767	12,621	0
5.0 Mutual and Beneficial Bodies Division	297,443	301,647	302,830	5,387	0
6.0 PPP and Privatization Division	345,198	353,603	353,603	8,405	0
<b>Total Outputs</b>	<b>2,104,086</b>	<b>2,138,451</b>	<b>2,138,451</b>	<b>34,365</b>	<b>0</b>
<b>Transactions on Behalf of State</b>					
Government Policies / Initiatives					
Rents & Leases - CBS Building	170,115	180,543	180,543	10,428	0
Rents & Leases - FMFM II Building	45,800	46,450	46,450	650	0
Privatization	47,900	50,000	50,000	2,100	0
Independence Selection Committee	63,542	73,500	73,500	9,958	0
	327,357	350,493	350,493	23,136	0
VAGST Output Tax	87,200	89,585	89,585	2,385	0
<b>Total Transactions on Behalf of State</b>	<b>414,558</b>	<b>440,078</b>	<b>440,078</b>	<b>25,520</b>	<b>0</b>
<b>TOTAL PAYMENTS</b>	<b>2,518,644</b>	<b>2,578,530</b>	<b>2,578,529</b>	<b>59,885</b>	<b>0</b>
<b>RECEIPTS OVER PAYMENTS</b>	<b>2,758,354</b>	<b>1,027,456</b>	<b>1,027,457</b>	<b>(1,730,897)</b>	<b>0</b>

# APPENDIX

## Appendix 1: Public Trading Bodies Financial Results

	Revenue		Expense		NPAT		ROE		Cash Flow	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
<b>DBS</b>	9,735,321	11,182,305	10,723,436	11,110,987	(988,115)	71,318	-1.91%	0.13%	2,890,521	6,398,009
<b>EPC</b>	115,738,142	117,714,274	98,600,461	113,625,458	17,137,681	4,088,817	7.27%	1.5%	7,857,205	2,246,573
<b>GCA</b>	562,470	1,037,824	296,907	348,724	265,563	689,100	76.21%	66%	193,512	199,170
<b>LTA</b>	35,435,680	34,059,555	35,731,673	34,077,547	(295,993)	(17,992)	-14.46%	-0.8%	1,348,253	7,196,211
<b>PAL</b>	24,109,285	21,945,024	19,063,260	18,523,523	5,046,025	3,421,501	18.36%	9.96%	18,483,937	18,658,577
<b>PTO</b>	709,674	618,735	1,294,118	1,002,756	(584,444)	(384,021)	-14.78%	-6.03%	5,950,980	6,161,743
<b>SAA</b>	15,015,067	15,621,497	19,279,859	15,080,550	(4,264,792)	540,947	-8.31%	-9.82%	7,211,023	10,698,215
<b>SHC</b>	5,990,026	6,475,221	5,041,084	5,383,935	948,942	1,091,286	3.35%	8.42%	2,083,187	71,014
<b>SIFA</b>	30,658,214	27,752,030	10,779,764	9,722,709	19,878,450	18,029,321	28.40%	24.69%	43,032,643	49,876,965
<b>SLC</b>	9,364,785	7,624,120	26,762,143	5,454,852	(17,397,358)	1,583,566	-44.79%	3.86%	517,994	3,254,674
<b>SPL</b>	2,013,521	2,549,113	1,827,376	1,890,683	186,145	658,430	0.14%	25.48%	2,320,456	3,437,338
<b>SPA</b>	16,302,947	18,318,532	13,777,555	11,333,150	2,525,392	6,985,382	111.89%	2.90%	3,799,479	1,324,822
<b>SSC</b>	29,247,149	25,183,137	24,702,720	21,229,929	4,544,429	3,953,208	12.02%	9.64%	14,099,511	17,336,127
<b>SSS</b>	2,728,690	2,723,351	2,373,254	2,488,004	355,436	235,347	6%	18.65%	(287,300)	(423,912)
<b>STEC</b>	869,570	379,940	1,687,189	1,072,344	(817,619)	(692,404)	-1.94%	-1.68%	(524,620)	(1,101,825)
<b>SWA</b>	22,914,951	26,296,459	24,276,727	24,232,915	(1,361,776)	2,063,544	-2.12%	3.83%	11,149,404	15,652,255
<b>UTOS</b>	1,791,599	1,477,382	822,173	1,066,446	969,426	410,936	46.68%	16.31%	1,947,485	1,808,016
<b>TOTAL</b>	<b>320,458,401</b>	<b>321,704,120</b>	<b>294,666,445</b>	<b>280,234,371</b>	<b>8,654,275</b>	<b>40,884,047</b>			<b>122,360,970</b>	<b>173,481,778</b>

Key

Unaudited Accounts



## Appendix 2: Mutual and Beneficial Bodies Financial Results

	Revenue		Expense		NPAT		Current Ratio		Cash Flow	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
<b>ACC</b>	17,087,616	17,937,665	5,597,947	5,114,708	11,489,669	12,822,957	37.30	41.01	58,407,499	56,730,920
<b>SLAC</b>	10,744,439	11,909,856	9,047,798	9,281,876	2,627,980	1,832,000	25.84	24.87	1,893,077	1,400,647
<b>SNPF</b>	43,801,558	48,653,281	8,383,358	9,891,034	35,418,200	38,762,248	75.90	48.70	95,502,528	85,255,995
<b>NHS</b>	77,528,158	57,898,580	76,773,765	62,377,373	754,393	-4,478,793	1.05	0.95	5,023,616	5,377,577
<b>NKFS</b>	6,497,221	6,943,940	6,097,045	6,689,830	400,176	254,111	8.40	12.70	686,492	1,449,406
<b>NUS</b>	23,744,847	24,482,875	22,256,111	25,282,968	1,488,736	-800,093	1.58	1.18	1,511,540	1,226,238
<b>SFESA</b>	4,477,535	4,600,392	4,042,249	4,261,950	435,286	338,442	3.96	4.23	1,243,411	1,471,372
<b>SQA</b>	3,348,329	4,024,380	3,218,915	3,688,754	129,414	335,626	9.92	17.12	362,342	3,078,528
<b>SROS</b>	3,905,365	4,096,006	3,577,590	3,990,692	327,775	105,315	2.14	2.20	2,254,712	2,728,373
<b>SSFA</b>	18,164,417	4,260,307	15,927,498	5,082,036	2,236,919	-821,729	0.32	0.53	-103,845	-65,774
<b>STA</b>	9,601,078	9,710,778	9,662,640	8,332,520	-61,562	1,378,258	0.11	1.32	80,883	242,969
<b>TOTAL</b>	<b>218,900,563</b>	<b>194,518,060</b>	<b>164,584,916</b>	<b>143,993,741</b>	<b>55,246,986</b>	<b>49,728,342</b>			<b>166,862,255</b>	<b>158,896,251</b>

Key

	Unaudited Accounts
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