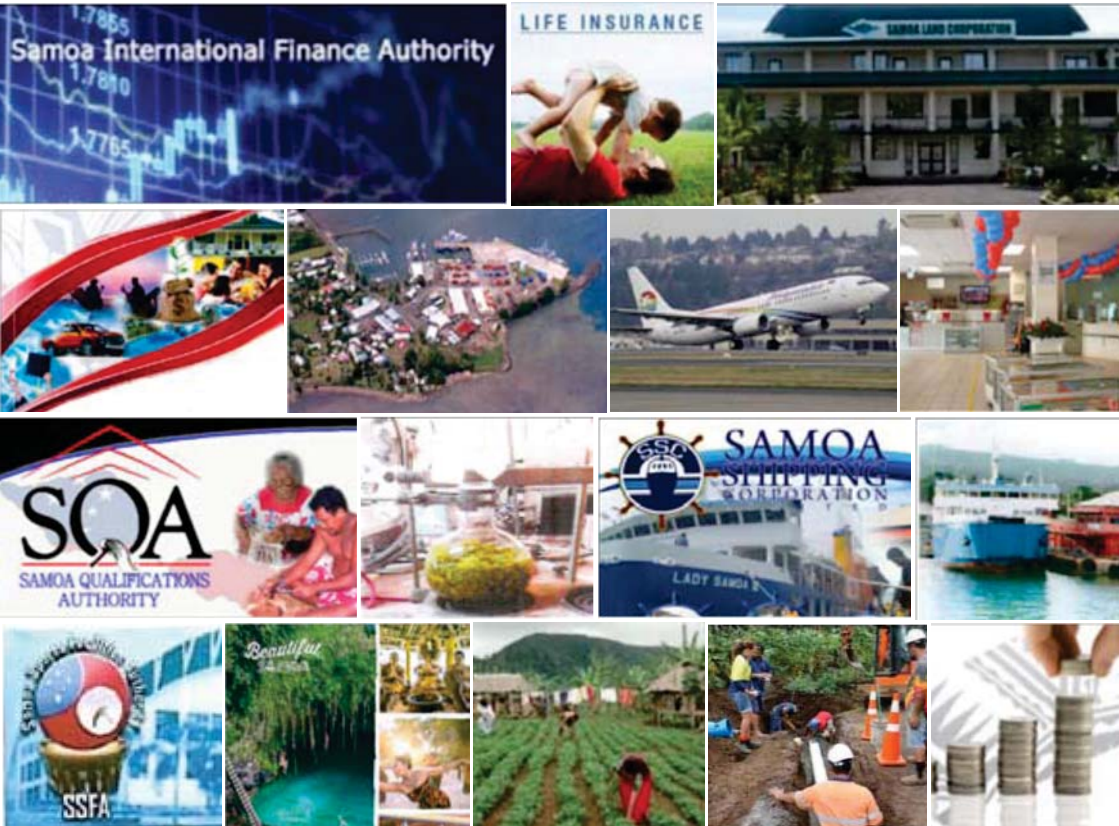




# Ministry for Public Enterprises Corporate Plan 2017-2020



# Foreword



It is my pleasure to present the first Corporate Plan 2017 – 2020 for the Ministry for Public Enterprises. The implementation of this Corporate Plan covers the period 1 July 2016- 30 June 2020. This Plan is in line with Samoa's Strategy for the Development of Samoa 2012-2016.

The Ministry plays a vital role in ensuring that all Government Public Bodies comply with the Public Bodies (Performance & Accountability) Act 2001. The establishment of the Ministry has imposed specific focus to improve financial performance and compliance of all Public Bodies to improve and enhance the service to the public. This is why I believe that full support should be given by Government to the Ministry so that it has

the best workforce, sufficient resources and an enabling working environment.

As the Minister responsible for all Public Bodies, I foresee that the Ministry will no doubt face challenges in the future given the nature of work it deals with but I believe that it will overcome such challenges by having the required legislations, policies, procedures and capacity to ensure the Ministry achieves its objectives.

Soifua ma ia manuia.

Hon. Lautafi Fio Selafi Purcell  
**MINISTER FOR  
PUBLIC ENTERPRISES**

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# Acronyms

AR	Annual Report
CARS	Common Administration Retention Schedule
CEO	Chief Executive Officer
CEMD	Commercial Entities Monitoring Division
CP	Corporate Plan
CSD	Corporate Services Division
CSO	Community Service Obligation
DPIC	Declaration of Pecuniary Interest & Convictions
HR	Human Resource
ICT	Information & Communication Technology
ISC	Independent Selection Committee
IT	Information Technology
MBMD	Mutual & Beneficial Monitoring Division
MD	Managing Director
MPE	Ministry for Public Enterprises
PBGD	Public Bodies Governance Division
PPP	Public Private Partnership
PPPPD	Public Private Partnership & Privatization Division
PTB	Public Trading Bodies (equivalent to Commercial Entities)
PTO	Public Trust Office
QR	Quarterly Reports
R&S	Recruitment & Selection
SDS	Strategy for the Development of Samoa
SCO	Statement of Corporate Objectives
SHC	Samoa Housing Corporations
SOE	State Owned Enterprise
SPL	Samoa Post Limited
WOA	Warrant of Appointment
WTO	World Trade Organisation

# Message from the Chief Executive Officer



The new Corporate Plan will be from 2017-2020 and is in line with the Strategy for the Development of Samoa (SDS). This plan clearly sets out the Ministry's Vision, Mission and key strategic priorities to be implemented in the next four years and how each Division will contribute to achieving them.

To achieve our objective, we have an ongoing obligation to build our relationship with Public Bodies to ensure full compliance with the Public Bodies (Performance & Accountability) Act 2001.

Investing in human resource capacity development is essential. Training will be a critical part of enhancing staff capacity to enable the Ministry

to provide quality and effective services. Every effort will be made to ensure the Ministry is well structured and supported in its goals and objectives through ongoing pursuit of higher service standards, mutual respect, accountability and transparency.

I am confident that the Ministry will meet the demands of achieving our organisational goals and at the same time maintaining an enabling environment to enhance effective teamwork.

A handwritten signature in blue ink, which appears to read 'Elita To'oala'. The signature is fluid and cursive, written on a light-colored background.

Elita To'oala  
**CHIEF EXECUTIVE OFFICER**

# Introduction

The Ministry for Public Enterprises presents its Corporate Plan for the next four years: 2017-2020. The plan is designed to support the direction set out by the Strategy for the Development of Samoa (SDS) and respective Sector Plans.

The vision for the current Strategy for the Development of Samoa is:

***“Improved Quality of life for all”***

This Corporate Plan sets out a framework that will hold the Ministry accountable for its performance and what is expected of Public Bodies in terms of the quality of service they provide and expected returns on Government investments.

Our Vision:

***“High performing Public Bodies delivering quality services”***

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 economic and social development”.***

Our efforts to improve the performance of Public Bodies and ensure a return on Government’s investment will be challenging as we operate in a vibrant environment with a number of contributing factors beyond our control. Nevertheless we are confident in our ability to move forward with this Corporate Plan knowing we have the support of



# Mandate

Government and the sector.

The principal legislation governing the work of the Ministry is the Public Bodies (Performance & Accountability) Act 2001. The Act puts in place arrangements and provisions designed to enhance the performance and accountability of Public Bodies so that they provide the best possible service to the people of Samoa. The following are other legislations and Acts governing the Ministry:

- Constitution of the Independent State of Samoa;
- Public Finance Management Act 2001;
- Public Service Commission Act 2004.
- Treasury Instructions 2012;
- Strategy for the Development of Samoa (SDS);
- Cabinet Directives;
- Ownership Performance & Divestment Policy 2003;
- Dividend Policy 2005;

# Our Purpose

## **Our Vision**

“High performing Public Bodies delivering quality services”

## **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 economic and social development”.

## **Our Outcomes**

Our primary focus is to enhance the performance and accountability of Public Bodies to ensure they provide the best possible service to the people of Samoa. With this in mind we have identified three outcomes the Ministry will be responsible for delivering:

### **OUTCOME 1:**

“Improved Compliance”. To foster full compliance by Public Bodies with the legislative and policy frameworks approved by Government for the SOE sector.

### **OUTCOME 2:**

“High standard, efficient services”. For Public Bodies to deliver services that are of a high standard and efficient to the public.

### **OUTCOME 3:**

“Economic and social return on Government’s investment”. For Public Bodies to provide an economic and social return on the investment that Government has made into their operations.



# Our Values and Principle

## **Accountability and Transparency**

Taking action and taking responsibility  
of those actions.

## **Efficiency and Effectiveness**

Achieving our goals for the benefit of Samoa's  
economy and the people.

## **Honesty and Respect**

Being truthful and treating everyone with courtesy  
and respect.

## **Impartiality**

Making impartial advice and making decisions on their  
merits

# Goals and Objectives

## GOAL 1

Strengthen Public Bodies governance and regulatory frameworks.

## GOAL 2

Enhance the profitability, compliance, financial sustainability and service delivery of Public Trading Bodies.

## GOAL 3

Enhance the compliance, financial sustainability and service delivery of Public Beneficial and Mutual Bodies.

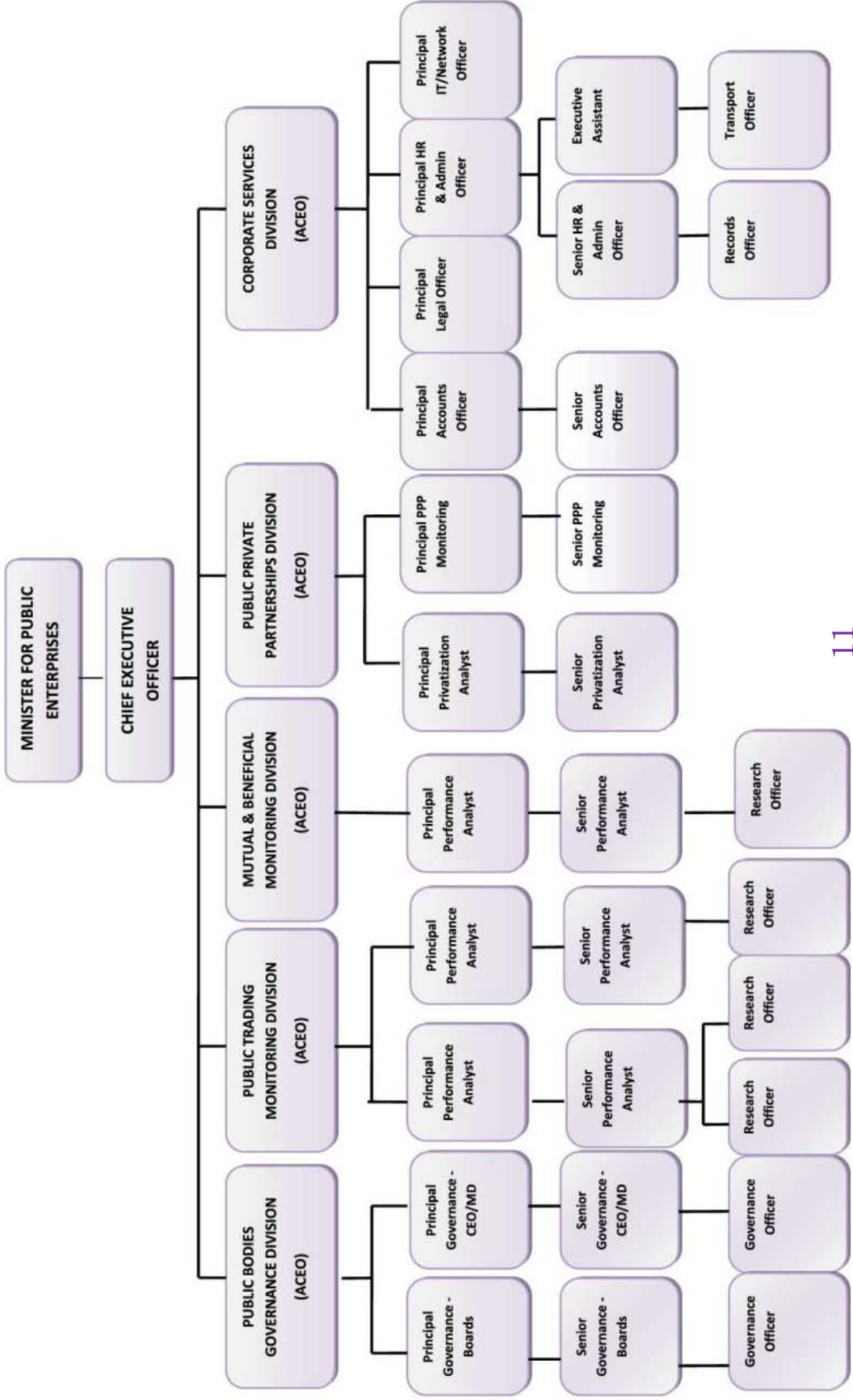
## GOAL 4

Effective indentification, implementation and monitoring of PPP and Privatization programs.

## GOAL 5

Efficient institutional support services.

# Organisational Structure



# Implementation Matrix

## GOAL 1

Strengthen Public Bodies governance and regulatory frameworks.

STRATEGY	ACTIVITY & INITIATIVE	PERFORMANCE INDICATOR	TIME FRAME	RESPONSIBLE DIVISION
Ensure timely recruitment of Directors	Implement R&S process for all vacancies.	All R&S to be completed within 3 months of the position becoming vacant	On going	PBGD
	Warrant of Appointments (WOA) and Declaration of Pecuniary Interest & Convictions (DPIC) in place for all Directors	Percentage of WOA issued visa-vie those signed. Number of DPIC signed.	On going	PBGD
	Provide efficient secretariat support to the Independent Selection Committee (ISC)	Number of ISC meetings held	On going	PBGD
Strengthen performance of Directors and Boards	Develop a Performance Monitoring Framework for Directors	Performance Monitoring Framework endorsed by ISC and approved by Cabinet  Annual performance reviews for Directors & Boards completed	December 2016  Annually	PBGD
Effectively monitor the performance of CEOs & Managing Directors (MD)	Develop R&S guidelines and processes for Public Bodies CEOs & MDs	R&S Guidelines and processes approved by Cabinet  Public Bodies CEOs & MDs complying with R&S Guidelines	December 2016  On going	PBGD
	Develop a Performance Monitoring Framework for Public Bodies CEOs & MDs	Performance Monitoring Framework for Public Bodies CEOs & MDs approved by Cabinet  Number of Performance Reviews completed	December 2016  Annually	PBGD

## GOAL 2

Enhance the profitability, compliance, financial sustainability and service delivery of Public Trading Bodies.

STRATEGY	ACTIVITY & INITIATIVE	PERFORMANCE INDICATOR	TIME FRAME	RESPONSIBLE DIVISION
Improve compliance to Reporting Requirements and policies	Timely submission of QRs, ARs and CPs as well as SCOs to MPE to guarantee timely advice are provided to Shareholding Ministers.	<p><b>Quarterly reports submitted 1 month after quarter -</b> 80% for by June 2017, 85% by June 2018, 90% by June 2019, 100% by June 2020</p> <p><b>Annual reports submitted by Oct 31st every year -</b> 60% by June 2017, 70% by June 2018, 80% by June 2019, 100% by June 2020</p> <p><b>Corporate Plan -</b> 90% approved by December 2016</p>	Ongoing	CEMD
	Enforce compliance to Government Dividend Policy through persistent follow up and assistance of Audit Office in assessment of PTBs solvency test	85% complied to Policy by June 2017, 88% by June 2018, 90% by June 2019, 95% by June 2020.	Ongoing	CEMD
	Ensure non-commercial objectives of PTBs are assessed and served via Community Service Obligation.	Revised CSO policy approved	July 2017	CEMD
	Review draft Corporate Plans (CP) and Statement of Corporate Objectives (SCO) 2016-2020 to ensure alignment to respective Sector Plans as well as National Plan	90% have approved CPs by Dec 2016  100% Compliance June 2020	Dec 2016	CEMD

Strengthen Financial sustainability and profitability	Financial monitoring and analysis of reports on a quarterly and annual basis and assessments as opposed to approved Corporate Plans	Operating profit increased by 5% by June every year.	Ongoing	CEMD
		Overall ROE increased by 1% every year	Ongoing	
		Debt to Equity ratio at 0.5:1 every year	Ongoing	
		Positive Cash flow balances by June every year	Ongoing	
		2% increase in dividend payments to Govt by June every year	Ongoing	
	Develop monitoring and evaluation frameworks for performance monitoring and enhancing transparency and accountability.	Targets by SOEs as set in CPs are achieved throughout the planning period. Mid-term review of CPs completed	Ongoing  June 2018	CEMD
	Work with MBMD in compiling of overall quarterly and annual report to Cabinet on the performance of PTBs to further enhance service delivery.	Cabinet Approval of Overall <b>Quarterly</b> Report 2 months after every quarter.  Overall <b>Annual</b> Report approved by Cabinet for implementation 6 months after due date of submission.	Ongoing  Ongoing	CEMD

## GOAL 3

Enhance the compliance, financial sustainability and service delivery of Public Beneficial & Mutual Bodies.

STRATEGY	ACTIVITY & INITIATIVE	PERFORMANCE INDICATOR	TIME FRAME	RESPONSIBLE DIVISION
Improve compliance to Reporting Requirements and policies	Timely submissions of QRs, ARs and CPs as well as SCOs to MPE to guarantee timely advice are provided to Shareholding Ministers.	<p><b>Quarterly reports submitted 1 month after quarter-</b>            by June 2017= 80%            by June 2018= 85%            by June 2019= 90%            by June 2020= 100%</p> <p><b>Annual reports submitted by Oct 31st every year</b>            by 2017= 60%            by 2018= 70%            by 2019= 80%            by 2020= 100%</p> <p><b>Corporate Plan</b>            90% approved by December 2016</p>	Ongoing	MBMD
Strengthen Financial sustainability	Review draft Corporate Plans (CP) and Statement of Corporate Objectives (SCO) 2016-2020 to ensure alignment to respective Sector Plans as well as National Plan	90% have approved CPs by December 2016	December 2016	MBMD
	Financial monitoring and analysis of reports on a quarterly and annual basis	<p>Current ratio is above the 2:1 ratio every year</p> <p>Positive cash flow recorded by June and years thereafter</p> <p>Breakeven beneficial performance every year.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Annually</p>	MBMD
	Improve and enhance Budget Process for Beneficial Bodies	1% reduction in Government Grants offer every year.	Annually	MBMD
	Analyse and review investment projects.	5% increase in income from investment portfolio after every year.	Ongoing	MBMD
	Analyse and review returns on contributors' funds.	1% increase in returns to members contribution after every Financial year	Annually	MBMD



	Develop monitoring and evaluation frameworks for performance monitoring and enhancing transparency and accountability.	Targets by SOEs as set in CPs are achieved throughout the planning period.  Mid-term review of CPs by June 2018	Ongoing  June 2018	MBMD
	Work with CEMD in compiling of overall quarterly and annual report to Cabinet on the performance of PTBs to further enhance service delivery.	Cabinet Approval of Overall <b>Quarterly</b> Report 2 months after every quarter.  Overall <b>Annual</b> Report approved by Cabinet for implementation 6 months after due date of submission.	Ongoing  Ongoing	MBMD

**GOAL 4**

Effective identification, implementation and monitoring of PPP and Privatization programs.

STRATEGY	ACTIVITY & INITIATIVE	PERFORMANCE INDICATOR	TIME FRAME	RESPONSIBLE DIVISION
Effective identification, implementation and monitoring of Privatization programs	Review Divestment policies and SOEs relevant documents, to identify potential Privatization candidates	Cabinet approved new Candidates	December 2018	PPPPD
	Develop options for current privatization candidates	Options approved by Cabinet - SPL, PTO and SHC	March 2017	PPPPD
	Implement approved options for Privatization candidates	Approved options implemented - SPL, PTO and SHC	June 2018	PPPPD
Effective identification, implementation and monitoring of PPP programs	Develop guidelines to reflect a PPP framework	Guidelines approved by Cabinet	March 2017	PPPPD
	Roll-out manual to appropriate SOEs and Ministries	Roll out completed	June 2017	PPPPD
	Review PPP policies and SOEs relevant documents, to identify potential PPP candidates for advance planning	PPP candidates for advance planning approved by Cabinet - LTA, SPA, SAA and EPC	March 2017	PPPPD
	Develop and implement options for approved PPP candidates	Options approved by Cabinet - LTA, SPA, SAA and MNRE (SWM)	June 2017	PPPPD
		Complete implementation of options - LTA, SPA and SAA	June 2018	PPPPD
		Review completed for EPC	June 2020	PPPPD

## GOAL 5

### Efficient institutional support services

*"It is essential to the successful achievement of the first four goals. It concerns itself with the legal, human resource management and development, financial management, ICT, policy, planning and other corporate service related processes necessary for the Ministry to achieve its objectives."*

STRATEGY	ACTIVITY & INITIATIVE	PERFORMANCE INDICATOR	TIME FRAME	RESPONSIBLE DIVISION
Ensure excellent in Human Resource Management and Human Resource Development	Implementation of Performance Management system	Ensure 100% compliance of all MPE staff	Annually	CSD
	Conduct comprehensive review of Organisational Structure	Review and recommendation of Organisational structure approved by PSC	Annually	CSD
	Develop Workforce Plan	Approved by CEO and endorsed by PSC	February 2017	CSD
	Implementation of effective Recruitment and Selection process.	Maintain high percentage of occupied positions	On going	CSD
	Records Management system in place.	Compliance with CARS and Code of best practice	On going	CSD
Enhance financial management process	Budget formulation and compilation	Compliance with Government budget cycle	On going	CSD
	Process and verify all transactions	Compliance with procurement manual and treasury instructions	On going	CSD
	Compilation of Annual Reports for the Ministry	Annual Report must be tabled to parliament within 3 months after the financial year	Annually	CSD
Improve and enhance ICT Support	Develop ICT systems and services to ensure effective and efficient ICT support to all MPE staff and Public Bodies.	ICT Manual developed and implemented	March 2017	CSD
		MPE website developed and monitored	March 2017	
maintain high standard of legal support	Provide immediate legal support and advice required by the CEO.	Legal advices are practical and concise pertaining directly to the issues and matters arising	On going	CSD

	Draft, review and recommend necessary legislation changes to further strengthen the effectiveness and efficiency of the financial management and performance of all public bodies	Comply with the Legislative Drafting Handbook	On going	CSD
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