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Message from the Minister of Finance



I have great pleasure in presenting the Strategy for the Development of Samoa (SDS) for the period 2002–2004. This document is referred to as the statement of economic strategy for the purposes of section 7 of the Public Finance Management Act 2001.

During the last three Statement of Economic Strategy (SES) periods the priority focus was on achieving macroeconomic stability and growth through private sector development. This strategic focus on the private sector was necessary because of the need to “put our house in order” after periods of low growth. It also demonstrated Government’s conviction that positive economic growth was a pre-condition for an enhanced quality of life. In the past five years the Government implemented key policy reforms in support of private sector development including the tax and tariff restructure, financial liberalisation and privatisation of government enterprises. In addition, education and health developments continued. These strategies have produced sustained economic growth over the past four years.

The sound and stable macroeconomic framework established in the past four years, now provides a platform to seriously address other key elements of development. National development should cover all sectors of the economy, including social and cultural values. These elements play a critical role in the Samoan society – one that is predominantly subsistence and communally based.

Strong social and cultural values are both equally important for the long term sustainability of the Samoan economy. That said, serious attention must be directed at strengthening these elements in the overall development of Samoa. This is clearly recognised in the new strategic plan which is now referred to as the *Strategy for the Development of Samoa 2002-2004*. The new title encapsulates the significance of considering all facets of development including economic, social and cultural values.

Leading on from the new title, the theme for the 2002-2004 SDS is “**Opportunities for All**”. This theme highlights the need for every Samoan to enjoy the benefits of national development. It builds on the commitment on the part of the government to ensure that the benefits of development and reform initiatives are shared by the community at large.

The duration of the new document is extended to three years. The key principles of the reform program have progressed substantially and have become firmly grounded. This means more time can be afforded to realising the outcomes of the strategies still to be implemented. It is therefore appropriate to extend the duration of this strategy to three years.

A key part of this Strategy is the review of the outcomes in the implementation of the strategies outlined in the last Statement of Economic Strategy. This highlights the achievements over the past two to six years and reaffirms that the reform agenda has worked for a better Samoa. It also satisfies Government’s commitment to transparency and accountability in the delivery of government services.

The preparation of the 2002-04 SDS involved consultation meetings with a wide range of stakeholders. Consultations were carried out in both Savaii and Upolu with church leaders, pulenuu, women's committees, farmers and fishermen, non-government organisations, youth, tourism industry, education and health stakeholders and the business community. Two major public seminars were also held in Upolu and Savaii. These consultation meetings demonstrate government's commitment to embracing the views of all stakeholders in the formulation of national development strategies to guide the development of Samoa for the next three years. This consultative process has reinforced the value of the partnership between Government and the community.

As a result of these consultations, nine key strategic outcomes have been identified for the next three years. The 2002-04 SDS will place priority emphasis on maintaining a stable macroeconomic framework, the development of health, education, private sector, socio-cultural values and agriculture as well as infrastructural services, tourism development, and improved service delivery by the public sector. The Government believes that successful implementation of these strategies will result in an improved quality of life for all Samoans.

The Government is appreciative of the constructive participation and support from the community in the preparation of this document. In that spirit, I invite all stakeholders to work in partnership with Government in the full implementation of this strategy. Together we can build a better Samoa, a land of opportunity in which everyone will be able to realise their talents and their aspirations for an improved quality of life.

Honourable Misa Telefoni
DEPUTY PRIME MINISTER AND MINISTER OF FINANCE

Acronyms

ADB	:	Asian Development Bank
AG	:	Attorney General
AusAID	:	Australian Agency for International Development
BoP	:	Balance of Payment
CBS	:	Central Bank of Samoa
CBT	:	Competency Based Training
CDC	:	Cabinet Development Committee
CDU	:	Curriculum Development Unit
CRC	:	Convention on the Rights of the Child
DBS	:	Development Bank of Samoa
DLSE	:	Department of Land Survey and Environment
DOE	:	Department of Education
DOH	:	Department of Health
DTCI	:	Department of Trade Commerce and Industry
ECE	:	Early Childhood Education
EIA	:	Environmental Impact Assessment
EPC	:	Electric Power Corporation
ESP	:	Education Sector Project
EU	:	European Union
FIC	:	Forum Island Country
FY	:	Fiscal Year
GDP	:	Gross Domestic Product
GFS	:	Government Finance Statistics
GP	:	General Practitioner
HIS	:	Health Information System
HOD	:	Head of Department
HTFA	:	High Temperature Forced Air
IAMP	:	Infrastructure Asset Management Project
ICT	:	Information, Communication and Technology
IDC	:	Inter-Departmental Committee
IRD	:	Inland Revenue Department
ISP	:	Institutional Strengthening Project
IT	:	Information Technology
JICA	:	Japanese International Cooperative Agency
M2	:	Money Supply
MAFFM	:	Ministry of Agriculture, Forestry, Fisheries and Meteorology
MCH	:	Maternity and Child Health
MOT	:	Ministry of Transport
MPA	:	Marine Protected Area
NCD	:	Non Communicable Diseases
NGO	:	Non Government Organisations
NPF	:	National Provident Fund
NTA	:	National Training Authority
NUS	:	National University of Samoa
NW	:	North West

NZ	:	New Zealand
pa	:	per annum
PAC	:	Public Accounts Committee
PARTA	:	Pacific Area Regional Trade Agreement
PEMP	:	Primary Education Materials Project
PSC	:	Public Service Commission
PUMA	:	Planning and Urban Management Agency
PWD	:	Public Works Department
RAMS	:	Road Asset Management System
SAA	:	Samoa Airport Authority
SCL	:	Samoa Communication Limited
SDS	:	Strategy for the Development of Samoa
SES	:	Statement of Economic Strategy
SHA	:	Samoa Hotel Association
SNE	:	Special Needs Education
SOE	:	State Owned Enterprise
SPG	:	South Pacific Games
SSC	:	Samoa Shipping Corporation
SVA	:	Samoa Visitors Association
SVB	:	Samoa Visitors Bureau
SWA	:	Samoa Water Authority
TCSP	:	Tourism Council of the South Pacific
TDP	:	Tourism Development Plan
TTM	:	Tupua Tamasese Meaole
TV	:	Television
USA	:	United States of America
VFR	:	Visiting Friends and Relatives
WTO	:	World Trade Organisation

Section One

THE VISION

Samoa has achieved positive economic growth in the past four years. Consolidating that growth to provide a sound foundation for realising an improved quality of life for the Samoan community will be rigorously pursued in the 2002-04 period. Specifically the Vision for the 2002–04 Strategy for the Development of Samoa (SDS) is:

For every Samoan to enjoy an improved quality of life premised on a competitive economy with sustained economic growth, improved education, enhanced health standards and strengthened cultural and traditional values.

The vision highlights the ultimate medium to long term goal of improved quality of life for every Samoan. This is the pinnacle of national development. The vision encapsulates the significance of economic growth, the importance of the social sectors as well as strong cultural values in Samoa's development.

The **theme** "*Opportunities for All*" reinforces and supports the vision. Every Samoan must have the opportunity to share the benefits of national development. This SDS aims to implement policies and strategies that will create opportunities for improved economic and social welfare for everyone.

Section Two

KEY STRATEGIC OUTCOMES

Nine key strategic outcomes have been identified to guide the development of the Samoan economy towards the achievement of the Vision.

I. Stable Macroeconomic Framework

The challenge for this SDS period is to maintain a sound and stable macroeconomic environment capable of generating positive real growth in Gross Domestic Product (GDP). The rate of growth must be consistent with low inflation and a sustainable external position in the balance of payments (BoP). Achievement of these outcomes is necessary for creating new employment opportunities as the key to achieving an improved quality of life for every Samoan.

Macroeconomic Framework

- i. Responsible Fiscal Stance;
 - contain current expenditures,
 - effective budget management, and
 - improve revenue generation.
 - improve tax and tariff administration and
 - broaden tax base
- ii. Accommodative Monetary Policies; and
 - sufficient credit for private sector development,
 - enhance financial sector reforms, and
 - maintain low inflation.
- iii. Sound External Position.
 - sufficient foreign reserves,
 - competitive exchange rate, and
 - encourage tourism and remittances.

II. Improve Education Standards

Human resource development is also a pre-requisite for achieving an improved quality of life. The Government will maintain priority support to education and training to raise teacher quality and to ensure all children receive a sound education. Government also recognises the need to be competitive and to improve productivity and will aim to ensure the availability of skilled **human resources**.



Education: Vital for future success

Education Sector Development

Key strategies for the Education sector will focus on improving:

- i. Teacher Training Standards and Quality of Teachers;
- ii. Curriculum and Teaching Materials;
- iii. Education Facilities;
- iv. Coordination between private and public stakeholders; and
- v. Department of Education (DOE) management.

III. Improve Health Standards

A healthy population helps to ensure a healthy economy. Government will continue to strengthen and promote the health sector to ensure all have access to efficient and effective health services.

Raising health and education standards also contribute directly to strengthening family values and the social fabric of Samoan society.

Health Sector Development

Primary strategies in the Health Sector will concentrate on further improvements to:

- i. Primary Health Care and Health Promotion Services;
- ii. Community Services;
- iii. Health Facilities;
- iv. The partnership with the private sector; and
- v. Department of Health (DOH) management.

IV. Improve Private Sector Development and Employment Creation

The establishment of a sound enabling environment for private sector development is well underway. The challenge now is for the private sector to utilise the opportunities to invest and expand leading to further growth in the economy. Investment and an expanding private sector are vital for creating employment opportunities for the large number of young people entering the labour force each year. Overseas employment opportunities will continue to be sought for seamen and new opportunities developed for sportsmen and women

Private Sector Development

The private sector will be further strengthened and supported through ongoing strategies to further improve:

- i. Enabling Environment;
- ii. Infrastructural Services;
- iii. Investment Promotion and Marketing;
- iv. Employment Creation; and
- v. Sports Development as an economic opportunity.

V. Enhance Agricultural Opportunities

The agriculture sector offers considerable potential for increased levels of production. Opportunities exist for increasing output in both subsistence and commercial operations. Government will aim to enhance the realisation of these opportunities. Strategies to revitalise and strengthen the agriculture sector will continue through more farmer oriented and focussed research and extension services, the identification of markets for agricultural produce and fish products and the provision of better quarantine services to facilitate exports.

Agriculture and Fisheries Development

Strategies for this sector will continue to focus on improvements and diversification, as appropriate, in:

- i. Commercial Agriculture;
- ii. Village and Subsistence Level Agriculture;
- iii. Commercial Fisheries Management;
- iv. Village and Subsistence Fisheries;
- v. Livestock Production;
- vi. Forestry Management ; and
- vii. Ministry of Agriculture, Fisheries, Forestry and Meteorology (MAFFM) management.

VI. Strengthen Social Structure

The benefits of development are not always shared equitably across society. Whilst the theme and focus of this SDS is Opportunities for All, there will inevitably be tensions in society arising from actual and perceived inequities. To address this Government remains convinced that strengthening family values and Samoa's social structure are key elements to achieving and maintaining social harmony. High standards of education and health provide an important base for a sound and stable social structure and society. A safe and secure Samoa will help to realise opportunities for strong economic growth and prosperity equitably shared by all.

Social Structure and Harmony

Strategies to promote family values and social harmony will focus on giving due recognition to:

- i. The role of *Alii ma Faipule* in society;
- ii. The influence of Religion on personal standards and behaviour;
- iii. The role of Women;
- iv. The opportunities for Youth to play a greater part in society; and
- v. The role of Non Government Organisations (NGO) in social programmes.

VII. Improve Infrastructure and Services

Access to safe, efficient and reliable infrastructure and services (water, electricity, telecommunications, transport) is important for an improved quality of life. Government will aim to provide efficient and effective infrastructure and services not only to the town areas but also to the rural and remote areas of Samoa.



Infrastructure and Services Development

The development of infrastructure and services will concentrate on further improving:

- i. Water Supply Quality and Distribution;
- ii. Electricity Generation and Distribution;
- iii. Information, Communication and Technology (ICT) Services;
- iv. Road Transport Services;
- v. Inter-island and International Shipping Services;
- vi. Aviation Services;
- vii. Urban Management; and
- viii. Environmental Protection.

VIII. *Improve Opportunities for Tourism Industry*

Recent international events and the possibility of a global economic slowdown are likely to adversely affect the worldwide tourism industry. The challenge is to position Samoa's tourism product so that it is seen as an attractive option in these difficult conditions. The tourism industry in Samoa will be supported in its product and market development in order to meet the challenge. The industry has considerable potential to create employment opportunities throughout all parts of the country and to generate foreign exchange earnings.

Tourism Development

Strategies for the tourism industry will focus on enhancing:

- i. Tourism Planning, Development, Management and Infrastructure;
- ii. Marketing Efforts;
- iii. Human Resource Development;
- iv. Research and Statistics; and
- v. Samoa Visitors Bureau (SVB) management.

IX. *Enhance Public Sector Efficiency*

Continuation of the public sector reform programme has a high priority as a key strategic outcome. Government believes much still remains to be done in enhancing the efficiency and effectiveness of the public sector, including Public Bodies. This is an essential component for further strengthening the enabling environment and building confidence for private sector investment and development, translating into further employment creation.

Public Sector Reform

The public sector reform programme will concentrate on improving and enhancing:

- i. The Efficiency and Effectiveness of Government services delivery;
- ii. Financial Management;
- iii. Transparency and Accountability;
- iv. The Corporatisation and Privatisation programme;
- v. The development of Statistics for policy purposes; and

It will also aim to:

- vi. Minimise the Social Cost of Reforms and provide a safety net for those disadvantaged.

Section Three

STRATEGIES AND PRIORITIES 2002 - 2004

I. *Stable Macroeconomic Framework*

The primary Strategic Outcome remains the achievement and maintenance of macroeconomic stability and sustained economic growth for the whole country such that overall average income levels continue to increase for everyone. The key challenge for maintaining macroeconomic stability involves a combination of measures aimed at economic development and growth with effective macroeconomic stabilisation and structural policies. This will require an integrated approach, focusing on a forceful continuation of structural reforms, corrective fiscal policies aimed at controlling the deficit, and the willingness to tighten monetary policy if signs of inflation or balance of payments pressures emerge. Such a combined strategy will also be critical for reducing the vulnerability of the Samoan economy to external shocks.

Stable Macroeconomic Framework

Key Policy Targets

- i. Sustain GDP growth of 3-4% per annum;
- ii. Maintain a balance budget, deficits will only be accommodated for viable investment projects;
- iii. Low and stable inflation;
- iv. Adequate credit for private sector development;
- v. Money supply growth consistent with low inflation and adequate credit;
- vi. Competitive exchange rate;
- vii. Creation of employment opportunities; and
- viii. Sustainable external balance.

The Government will aim to continue to achieve positive real economic growth which is a pre-condition for development. Without sustained economic growth, the Samoan economy will struggle to generate the resources required to provide adequate health services and facilities, appropriate education services and facilities, clean water supply, supporting infrastructure and all other ingredients necessary for an improved quality of life.

The principal challenge for this SDS is to create sufficient employment opportunities to absorb a large proportion of the estimated 4,000 new entrants to the labour force each year. Failure to provide the necessary employment and life skills to, and opportunities for, these young people will lead to an increase in social problems and will ultimately reduce growth prospects. Opportunities need to be created in both the formal and informal sectors, in agriculture and fisheries as well as in the village economy, tourism and other targeted sectors, in order to accommodate the complete range of educational attainments achieved by school leavers.

Outlook

The strong GDP growth of the eighteen months to June 2001 was originally expected to continue throughout 2001 and through into 2002. However the impact of the events of September 2001 on tourism and the possibility of a global economic slowdown may mean that the rate of growth could slow in the second half of 2001 and into 2002.

Notwithstanding these factors the construction sector is nevertheless expected to continue to perform strongly as implementation of major public sector investment projects proceeds, particularly the Apia Port expansion and Water Supply projects. Construction in the private sector is also expected to be buoyant with a number of major projects underway or planned for next year. The fishing industry is expected to continue its strong growth trend after the consolidation in 2000. Up to six large new vessels are expected to enter the industry in the coming two years.

In agriculture the production of taro has begun to show signs of significant recovery. This could lead to a much needed boost to growth prospect, in the agriculture sector after recent years of poor performance.

Tourism was also expected to be buoyant as Samoa benefits from a better overseas marketing focus, improved international flight connections and the displacement of regional conferences and tourists from Fiji and the Solomon Islands. As previously noted however, the growth in tourism may be impacted by the events of September 2001. Developments in this sector will be closely monitored for their impact not only on the domestic tourism industry but also on the financial viability of Polynesian Airlines following the addition of a second 737-800 series aircraft to its fleet in October 2001.

The possibility of a slowing of the global economy and the international political situation are the main threats to continued growth. These negative factors notwithstanding, the economy is still expected to grow by around 3-4% during the SDS period. Inflation is expected to increase to around 2% as increasing oil prices impact domestic costs.

Import growth is expected to continue to outstrip growth in GDP over the 2001 – 04 period. On-going and planned public sector projects are likely to cause big increases in imports of construction materials and equipment. Continued high levels of private sector domestic credit expansion will also feed through into non-oil imports. Growth in oil imports in volume terms will continue to be high as the transport industry continues to expand, however oil import values will be significantly influenced by international crude-oil price movements. A trade deficit of around 40% of GDP is expected in the 2001 through 2004 period.

At the current account level a deficit of not more than 4% of GDP is expected. Overall the Balance of Payments is expected to be in surplus by an average of 2.5% of GDP each year from 2001 through 2004. The achievement of this will require the targets for exports, remittances and tourism revenues to also be achieved.

Fiscal Policy

The government will continue to implement responsible fiscal strategies based on transparent and accountable principles. The budget strategy will aim at maintaining a surplus between current revenue and expenditure of no less than 3.5% of GDP. This will require rigorous control over expenditure particularly current expenditure, and a greater focus on priorities and core functions. Any increased expenditure must only be accommodated to finance development oriented projects. The Government will also pursue effective budget management to ensure the current surplus is achieved.

With the implementation of major public sector investment projects, there is expected to be an overall deficit within the SDS period. The target for the overall budget balance will be a deficit of no more than 3.5% of GDP in GFS format. This is considered to be the maximum deficit the economy can sustain to ensure that macroeconomic stability is not compromised.

Whilst the government intends to continue its tax and tariff reforms with a view to reducing the overall tax burden, it will nevertheless continue to improve cost recoveries and broaden the user charge principle to a wider range of government services. Further improvement in revenue generation will also come through better tax and tariff administration to compliance. The achievement of the fiscal policy targets is also linked to the continued implementation of the public sector reform programme, including the strengthening of performance of Public Bodies.

Monetary Policy

The Central Bank will continue to monitor the Government's fiscal position as a basis for its conduct of monetary policy and control. Monetary policy will target domestic credit growth sufficient for private sector expansion consistent with achieving inflation of less than 3% pa, maintaining a competitive exchange rate and foreign exchange reserves equivalent to the new target of four-months of imports. The achievement of the inflation target will depend largely on the inflation rates in the country's main trading partners. It will also be influenced by the achievement of domestic targets for key macroeconomic aggregates, for example money supply, private sector credit and the fiscal situation.



CBS will also be considering further enhancement of the financial sector reform through the development of possible Venture Capital Funds and Leasing Facilities. Measures to strengthen the financial system to prevent it being a haven to money laundering activity will also be put in place.

External Position

A weakening in the external position would indicate overheating in the economy. This would require there to be a tightening in domestic liquidity to force a reduction in the growth of money supply and domestic credit. To maintain a strong external position, the Government will aim to ensure sufficient foreign reserves to finance imports of four months minimum and to maintain a competitive exchange rate. It is important that the Samoan Tala is competitive in order to support the promotion of tourism and exports. An uncompetitive exchange rate, be it either too high or too low, would lead to distortions in the economy which would make it difficult to achieve the other macroeconomic targets. Remittances and tourism, the two main sources of foreign exchange earnings, will continue to be encouraged and promoted in this SDS period.

All in all, the Samoan economy must continue to evolve to meet the opportunities and challenges of the twenty-first century. Within the Pacific region there has been much political and economic upheaval in the last year. Internationally oil prices have been very high (although prices are now falling in response to the recession and other events) impacting on transport costs and the cost-of-living. Presently, there are grave concerns about the war on terrorism which could lead to the world economy, which has enjoyed an unprecedented period of growth, going into a recession. The Government must ensure therefore that the economy is sufficiently strong and diversified so that it can withstand adverse shocks as well as enable it to continue to grow in the face of these real and potential problems.

II. *Improve Education Standards*

The creation of employment opportunities through economic growth needs to be matched by the creation of a workforce with education and skills to meet the demands of employers. Better education is therefore a means to provide school leavers with a greater range of opportunities through which to realise their aspirations.

Developments in education in the medium term will continue the emphasis on the promotion of appropriate education, skill training and professional development opportunities.

Improve Teacher Training Standards and Quality of Teachers

Grants will be provided for selected pre-school teachers to study at the NUS and the University of the South Pacific.

Starting in 2002, all teacher trainees will be trained in special needs provision, whilst teachers will be trained in the identification of special needs students.

Improve Teacher Quality

- i. Train teachers in the use of new curriculum materials for ECE;
- ii. Provide appropriate learning experiences for special needs students within government schools;
- iii. Provide in-service training and professional development programs; and
- iv. Upgrade teaching qualifications at NUS with priority given to staff development.

Improved teacher quality will also be pursued through the DOE's in-service training and professional development program and the Teaching Service Development Program at NUS. These will be aimed at enhancing status, qualifications and professional skills of teachers. Staff development opportunities will be provided at the National University for academic staff to upgrade their qualifications. Teacher training will be provided for staff who have not had teacher training education. Links will also be established with government, professional bodies and other groups on the continued relevancy and appropriateness of curricular materials.

Improve Curriculum and Teaching Materials

Activities will include improved curriculum for ECE in collaboration with the National Council for ECE and implementation of Phase II of the Primary Education Materials Project (PEMP) for Years 1-3. Strategies will also be developed to promote bilingual learning and teaching. A Samoan Language Commission will be established and a Samoan language database will be developed. Minimum teaching resources and equipment requirements will be identified.

Curriculum and Teaching Materials

- i. Improve curriculum for ECE;
- ii. Implement Phase II of PEMP;
- iii. Revise and implement the Bilingual Policy;
- iv. Print resources for all secondary year levels;
- v. Change all programs to CBT at Polytechnic; and
- vi. Continue programs in Education, Nursing and Commerce at NUS.

Phase II of the Revised single streamed curriculum for core and applied subjects in all government secondary schools will be implemented starting with Years 9 and 10 in 2002.

In the next three years Samoa Polytechnic will develop programs that can be offered to regional island nations. It will continue to review and change programs to Competency Based Training (CBT) based on the Australian system.

The NUS will develop and provide continuing education programs in collaboration with appropriate professional bodies. It will also facilitate the delivery in Samoa of high quality courses and programs offered by other tertiary institutions in areas not offered by the University. It will also facilitate the delivery of training programs from overseas institutions and institutional strengthening projects.

Improve Education Facilities

The Education Sector Project will review building standards for classrooms, libraries and administration blocks. These will be applied to the subproject schools and all future education projects according to the specification of minimum facility standards for primary and secondary schools produced.

Education Facilities

- i. Review all schools in accordance with DOE minimum standards;
- ii. Provide materials and equipment to schools;
- iii. Establish a Resource Centre in Savaii;
- iv. Establish a Cultural Centre in NUS; and
- v. NUS and Polytechnic to ensure effective and efficient use of resources.

Work is continuing towards the Malifa Consolidation process. The establishment and upgrade of selected primary schools in the greater Apia area to reduce the student load in

Malifa schools has started with Falefitu and Magiagi Primary Schools. Five secondary schools in Apia and three in Savaii will also be upgraded. A resource centre for all ECE teachers will be established in Savaii.

The facilities refurbishment program will continue for primary and secondary schools. Provisions for Special Needs students will be taken into account in building designs. Special Needs units will also be established in some government schools.

Assistance is being sought for the upgrade of Samoa Polytechnic campuses in Vaivase and Toloa.



Strengthen Coordination between Private and Public Stakeholders

Emphasis will be on continued strengthening of dialogue and coordination amongst public and private schools in the development of education nationwide. There will be stakeholder consultations on the Education Ordinance 1959 and the Compulsory Education Amendment Act 1992/93.

A task force will be established to design and implement awareness programmes. In collaboration with the Education for All Forum, strategies will be designed and implemented for non-formal and second chance learning. Strategies will be formulated to address improvements in adult literacy.

Vocational training will continue to be geared towards private sector needs at the Samoa Polytechnic and the NUS will collaborate with professional bodies to ensure the appropriateness of programs.

Strengthen Department of Education Management

This will be realised through executive management training, school improvement models and school reviews, and training of principals and school committees.

A review of the department's Corporate Plan will be undertaken to better serve education development.

SNE requirements will continue to be addressed including the provision of a mobile special needs unit to support SNE in other locations.

ECE will be improved in collaboration with the National Council for ECE.

III. Improve Health Standards

In recognising Government's changing role in the provision of services in the health sector, the following strategic outcomes will be pursued:

Improve Primary Health Care and Health Promotion Services

Primary health care services will continue to be improved through strengthening primary and secondary prevention and treatment programs for specific non-communicable diseases (NCD). The child health and adolescent health program will be pursued with the promotion of the healthy islands, healthy village and healthy family approach. The integrated program on women's health will be continued in close partnership with private practitioners, and the immunisation program, filariasis, leprosy and tuberculosis control programs and the care for the elderly program will be continued. A mechanism will be developed to monitor, review and evaluate the effectiveness of primary and public health programs. With the completion of the review of the environmental health section's structure and core functions, final amendments will be made to enable legislation to be completed. This will help to ensure that monitoring of health standards can be carried out effectively.

Primary Health Care Services

- i. Improve Primary Health Care Services by:
 - Improving Primary and Secondary prevention/treatment programs for specific NCDs, and developing and implementing a national NCD strategy,
 - Improving Child Health and Adolescent Health programs by promoting the Healthy Islands, Healthy Village and Healthy Family concept,
 - Integrating programs on women's health,
 - Strengthening environmental health services through the finalisation of legislation and legal framework, and
 - Developing mechanisms to monitor, review and evaluate the effectiveness of primary and public health programs. and
- ii. Continue other on-going programs, such as:
 - Immunisation program,
 - Filariasis, leprosy and tuberculosis program,
 - Care for the elderly program,
 - Breast feeding program,
 - Rheumatic fever program, and
 - AIDS Awareness program.

Improve Community Services

An integrated community health service will be established. The efficiency and effectiveness of primary, secondary and promotive service delivery at the community level will be improved through strengthening planning, management and resource utilisation within the geographic areas of the service. The health status of every Samoan will be improved through the implementation of an integrated strategy for the prevention and control of NCDs including treatment guidelines based on available scientific studies of the service.



Mobile Clinic: Taking Health care to the community

Improve Health Facilities

Health facilities will be upgraded to enable an efficient and effective delivery of health services. Existing infrastructure will be refurbished to improve operational efficiency. This will be complemented by maintenance planning for the long-term sustainability of these facilities. An efficient and cost-effective health-care waste-management system will also be put in place and an incinerator will be procured for this purpose. Preparatory work for the improvement of the Department's headquarters building will take place in the next three years.

Health Facilities

A health sector investment master plan will be developed, to include:

- i. Upgrading of the Tupua Tamasese Meaole (TTM) National hospital, by upgrading;
 - Maternity Ward,
 - General Outpatient,
 - Operation Theatre, and
 - Laboratories.
- ii. Refurbishment of community facilities, which will be planned in conjunction with local communities to reflect local needs; and
- iii. Developing a Health Care Waste Management System, through the procurement of a medical waste incinerator.

Strengthen Partnership with the Private Sector

The private sector will get the opportunity to be involved in the department's training program, and private General Practitioners (GP) will be eligible for the department's overseas training. In order to ensure that the best service is provided for the general public both facilities and expertise will be shared. This means that the MedCEN private hospital and other private GPs can have access to utilise the facilities and equipment at the TTM National Hospital. The private sector will continue to play an important role in women's health, as they have the

Partnership Development

- i. Share training programs;
- ii. Share facilities and expertise (women's health will be one area);
- iii. Share information;
- iv. Finalise legislation and regulatory framework;
- v. Conduct stakeholder consultations on strategic directions;
- vi. Continue to place importance on traditional healers; and
- vii. Establish Samoa Medical School.

expertise and the equipment to carry out monitoring tests for women. They will also play an important role in determining the strategic directions for the health sector and will be kept informed of the latest happenings in the sector through consultation meetings, and the update of the Health Sector Strategic Sector Plan and the department's Corporate Plan. The private sector will also be represented on health sector committees. The contribution of traditional healers will also be recognised as vital in the provision of health care services especially in the rural communities. Government has reached agreement with an overseas partner to establish a medical school in Samoa. This entity will provide the opportunity for our medical doctors and nurses to access the latest medical technology and up to date literature, to enhance their knowledge and service to the public.

Strengthen Department of Health Management

The capacity of senior management officers to develop policies, plans, set standards, monitor, coordinate, promote research and equitable allocation of resources for the national health service within the context of the Samoa Health Sector Reform Program will be strengthened. The TTM National hospital will be established as a secondary and tertiary referral hospital

and the efficiency and effectiveness of its services will be improved. This will involve strengthening planning, management and resource allocation within the hospital. Most of the activities under the reform program have already started, and these will be continued in the next three years with constant review. The Human Resource Plan will be finalised to assist in alleviating the shortage of staff especially in rural centres and sub-centres. The Health Information System (HIS) within the national hospital will be upgraded through the installation of a fibre optic cable within the department's network. This will greatly improve the efficiency of human resources within the Department of Health.

Health Department Development

- i. Strengthen Human Resource Planning, Information and Research Division;
- ii. Strengthen integrated community health services;
- iii. Develop and implement the NCD program;
- iv. Finalise Human Resource Plan;
- v. Upgrading HIS through the installation of a fibre optic cable within the department's network;
- vi. Improve TTM hospital management; and
- vii. Continue current programs such as:
 - Trainings for the department's output managers, and
 - Devolution of financial and human resource management to divisional level.

IV. Improve Private Sector Development and Employment Creation

The Enabling Environment

Government will continue to support the enhancement of an enabling environment for the private sector by maintaining appropriate accommodative monetary policies to ensure sufficient credit for private sector growth. Further refinements will be made to the tax and tariff structure to support competition and Samoa's compliance with WTO and PARTA. Furthermore, government will continue to outsource government services in line with its mainstreamed functions. Provisions of the Companies Act 2000 and associated legislation will also be enforced.

Enhance the Enabling Environment

- i. Maintain accommodative fiscal and monetary policies to support private sector;
- ii. Broaden tax base;
- iii. Continue refining the tax and tariff regime;
- iv. Remove anomalies and remove income tax and corporate tax exemptions; and
- v. Enforce provisions of the Companies Act 2000 and associated legislation.

Improve Infrastructural Services

Infrastructural services will be further supported so that they are provided effectively and efficiently. Electricity generation will be boosted by the improved capacity of the Afulilo hydropower station and increased management efficiency. Substantial investment will be directed at improving communication facilities so that telephone lines and internet connections are readily

Infrastructural Development

- i. Improve efficiency in the generation and supply of electricity around the country;
- ii. Expand capacity for telephone and internet connections;
- iii. Formulate the National ICT strategy; and
- iv. Expand the Apia port.

available for existing and new enterprises. In the same context, each household should be able to access a telephone. Additionally a national strategy for the development of ICT in Samoa will be formulated and implemented. Such a strategy will address amongst other things, how to take advantage of the potential benefits information and technology presents. To facilitate trade with the outside world, the Apia port will be expanded resulting in increased efficiency in shipping operations.

Enhance Investment Promotion and Marketing

Investment promotion and marketing will be intensified in this SDS. Domestically, investment approval processes will be further streamlined and simplified in line with the amended Foreign Investment Act. The one-stop-shop will become firmly established through better coordination amongst agencies involved. With financing assistance available in 2002, small business development in the rural areas will be actively supported in the SDS period. Government will establish an agency that will negotiate customary land leases on behalf of investors. In addition, Government will closely review existing legislation relating to land use with the objective of supporting private sector investment and small business development.

Investment Promotion and Marketing Strategies

- i. Enforce the provisions of the Foreign Investment Act;
- ii. Enforce the one-stop-shop;
- iii. Establish small business development scheme to support small business development and employment in rural areas;
- iv. Establish an Agency to lease customary land on behalf of investors;
- v. Continue to investigate ways for commercial banks to use customary land as collateral;
- vi. Support the re-orientation of the manufacturing sector as a result of WTO accession;
- vii. Exploit opportunities presented by the PARTA;
- viii. Undertake investment promotion and marketing missions to existing and potential markets;
- ix. Market Samoa as a stable and terrorist-free destination;
- x. Maintain close coordination amongst government agencies and with the private sector; and
- xi. Investigate feasibility of export processing zone.

In response to the likely impact of the new business environment as a result of Samoa's accession to the WTO, government will provide support to re-orient the manufacturing sector. As a member of the Pacific Island Trade Agreement, opportunities presented in that agreement will be seriously explored. On the marketing area, government will develop markets for manufactured (secondary) and agriculture (primary) products through marketing missions and the internet. Market information will be widely disseminated for the benefit of farmers and manufacturers. Government will also carry out an aggressive campaign to market Samoa overseas as a positive investment destination using television (TV) programs and the internet. All these efforts require close cooperation amongst government agencies and with the private sector.

Employment Creation

Creating employment opportunities is a key strategy closely associated with private sector development. The support for private sector growth is expected to generate more job opportunities to meet the demands of the rising labour force. Deliberate intervention to support small businesses in the rural areas is expected to create employment opportunities in the village community.

However availability of skilled workers has become a serious constraint facing both the private and public sector. Affirmative actions will be directed at promoting skills development particularly in the areas demanded by the private sector through the Samoa Polytechnic and overseas training. A survey of private sector needs will be carried out so that appropriate strategies can be designed to address those needs.

Sports Development

Sports has emerged with great potential for employment opportunity. Sports also promotes social harmony in the community. The professionalisation of rugby for example has opened up opportunities for Samoan players to compete in overseas competitions. Despite the small size population, it is being recognised that there is a lot of talent available locally. An insurance scheme to cover players in the event of injury will be established. With the increasing number of players having the potential to attract contracts abroad, an offshore recruiting agency will be engaged to negotiate contracts that are in the best interest of the player and the local association concerned.



Sports: Offering new opportunities

Sports infrastructure will be developed with Samoa hosting the 2007 South Pacific Games (SPG). A comprehensive plan will be formulated to guide construction of facilities and the preparations of Samoan athletes in time for the 2007 SPG.

Sports Strategies

- i. Establish an insurance scheme for registered players;
- ii. Establish an offshore recruiting agency to negotiate contracts for local players; and
- iii. Improve sports management and training; and
- iv. Construct sporting facilities for 2007 SPG.

Opportunities for sports management training will be seriously pursued in the SDS period. This will help to ensure that local sports are run in an effective and efficient manner based on transparent and accountable principles. Sports training for coaches and players will also be encouraged.

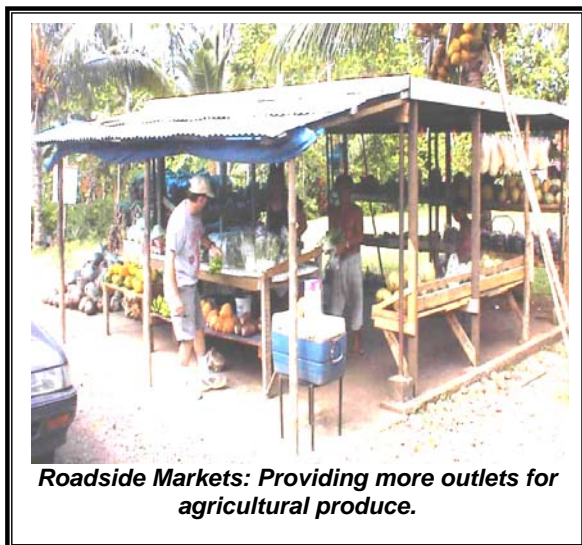
V. Enhance Agricultural Opportunities

Diversify Commercial Agriculture

Agriculture remains the backbone of Samoa's economy regardless of the slowdown in its overall contribution in recent years. At the commercial level, support is given to the requirement for food security as well as diversifying agricultural products for processing and

exports. To improve the quality and quantity of crops available for both domestic and overseas markets, the Ministry of Agriculture will focus on surveying, controlling and monitoring pests and diseases that may affect crop quality and production systems.

Joint management of research, training and market development will be established between the commercial farmers and the Ministry. Taro breeding and fruit tree development will be continued and research will be done to identify other high value-added products. Efforts to enhance market access for fruit products will be boosted significantly with the development of a High Temperature Forced Air (HTFA) plant. This will ensure that good quality fruit is exported. Research will also be carried out for the economic viability of mushroom cultivation as well as revitalising pineapple development.



Roadside Markets: Providing more outlets for agricultural produce.

- Commercial Agriculture
Diversification
- i. Support food security requirements;
 - ii. Continue diversification of agricultural products;
 - iii. Conduct survey on pests and diseases;
 - iv. Establish joint management of research, training and market development;
 - v. Conduct research to identify other value added products;
 - vi. Continue taro breeding and fruit tree development;
 - vii. Enhance quarantine services;
 - viii. Install and operationalise the HTFA plant;
 - ix. Develop market access;
 - x. Conduct mushroom research; and
 - xi. Revitalise pineapple development.

Revitalise Village and Subsistence Level Agriculture

Revitalising the village agriculture sector is central to the success of village based farming since the majority of farmers live in the rural areas. To do this, the extension service of the Ministry of Agriculture will be strengthened to work in partnership with village based farmers and farmer associations, including women and youth committees. More farmer groups and associations will be identified. The Ministry will collaborate with these associations in identifying common problems so that new technology can be introduced to farmers. Competition in tree crops and vegetables farming is encouraged as well as community based stalls as market outlets. Credit access for village based agriculture will be facilitated.

- Village and Subsistence
Agriculture
- i. Strengthen extension services;
 - ii. Identify more farmer groups;
 - iii. Continue village competitions;
 - iv. Encourage community-based stalls; and
 - v. Facilitate credit access.

Improve Commercial Fisheries Management

Commercial fisheries are a high growth target activity during this SDS period. To cater for the needs of the industry a comprehensive fisheries policy will be developed. This will focus on regulation and quality control. Joint management of commercial fisheries with the private

sector will continue to improve the management of commercial fisheries resources. Training will continue to focus on the safety of skippers and crew as well as the licensing and certification of boats. Compliance will be enforced with strict penalties. To ensure quality standards, a Seafood Certification capability within the Fisheries Division will be strengthened. Reliable and regular information for both domestic and export markets will be generated. A marina will also be established with good supporting facilities.

Commercial Fisheries Management

- i. Develop policy for fisheries;
- ii. Enforce training on safety;
- iii. Enforce licensing, certification and safety requirements;
- iv. Establish marina; and
- v. Generate information for domestic and export markets.

Develop Village and Subsistence Fisheries

To ensure sustainable management of rural fisheries resources, by-laws established recently will be enforced. The supply of fisheries resources such as tilapia, green mussel, pacific oyster and giant clams will be strengthened through the continued production of these important species. Community ownership and management of village fisheries conservation areas will be encouraged with the continued transfer of technology and culturing methods. The Ministry will continue site selection and biodiversity assessment of future areas for fish reserves. In addition, awareness programs will be conducted to promote stock enhancement and to develop community capacity to manage inshore fisheries.

Village and Subsistence Fisheries Development

- i. Enforce by laws;
- ii. Strengthen supply of fisheries resources;
- iii. Encourage community ownership and management of fisheries conservation areas;
- iv. Continue site selection of future areas for fish reserves;
- v. Promote stock enhancement; and
- vi. Develop community capacity to manage inshore areas.

Improve Livestock Production

Programs on livestock development for domestic consumption and export will be continued. An abattoir will be established to improve the quality hygiene of meat. Research is also crucial to improve genetic breeding resources and the utilisation of local feed. The partnership with the private sector for developing commercial livestock farming in Samoa will also be strengthened throughout this SDS period.

Livestock Production

- i. Continue livestock development for consumption and export;
- ii. Establish abattoir;
- iii. Conduct research on improved genetic breeding resources; and
- iv. Strengthen partnership with private sector.

Forestry Management

- i. Enforce forestry regulation;
- ii. Encourage planting of indigenous species;
- iii. Transfer management of lease land forests to community; and
- iv. Encourage bamboo development.

MAFFM Management

- i. Implement new corporate plan (2002 - 2005)
- ii. Improve capacity on policy advice and information;
- iii. Disseminate market information;
- iv. Review legislation;
- v. Strengthen regulatory enforcement; and
- vi. Establish service charter

Strengthen Forestry Management

Forestry regulations to optimise the use of the remaining forestry resources will be enforced and the planting of indigenous timber species will be encouraged. The management of lease land forests will be transferred to the community and management plans for invasive weeds will be

introduced. With the development of the logging industry increasing, bamboo will be considered as a substitute to wood for furniture making. More focus will be placed on the development of wood lots on farmer's own land.

Strengthen MAFFM Management

The Ministry of Agriculture will implement its new corporate plan for 2002-2005. A major focus during this period will be to improve the capacity of the Department to provide policy advice and information. The information generated through annual agriculture surveys will be used to benchmark progress in the primary sector. Market information will be disseminated to farmers. A review of legislation will be carried out, and regulatory enforcement will be strengthened. Department management systems and skills will be enhanced. A service charter will also be established.

VI. Strengthen Social Structure

Strengthen the role of *Alii ma Faipule* in Society

The Faa-Samoa or Samoan culture is recognized as a key factor in achieving and maintaining social harmony within the Samoan society. It is a valuable social security system providing cohesion in the community. Evidently the Samoan traditions and cultural values have gone through a process of change partly as a result of social and economic pressures. The Village Council or "Pulega a Alii ma Faipule" is the paramount hierarchy in the Samoan structure. It is the decision making body and effectively maintains law and order within the community. The "Aumaga" or untitled men carry out the decisions of the Council. The Women's Council or "Faletua ma Tausi" plays a vital role in addressing health, education and family wide issues. Samoa cannot afford to lose its culture because the social and economic cost of a disintegrating system is enormous as seen in other Pacific island economies. Restoring and strengthening all these structures are critical for maintaining social stability in the community.

Strengthening Social Structures

- i. Promote the implementation of the existing Village Fono Act 1990 to ensure the social responsibility of Alii ma Faipule is enhanced;
- ii. Ensure the work of cultural structures and religion are mutually reinforcing and complementary;
- iii. Reinforce family values through promotion of better communications and understanding between parents and children;
- iv. Encourage active participation of youth in community activities;
- v. Promote family dialogue between parents and children; and
- vi. Promote institution and capacity building for NGOs.



Village Council: Deciding village issues

Enhance Religious Values

Religion is deeply rooted in the Faa-Samoa as reflected in the Constitution. The position of the church in the community can be quite influential. There have been a number of cases where serious decisions of the village council have been reversed due to the intervention of the church. Unfortunately there have also been cases where culture and religion clash. However the potential influential standing and the extensive outreach of the church within the community makes it a valuable vehicle to drive pro-harmony strategies. Indeed the cultural structures should work hand in hand with the church in promoting social harmony in the communities.

Enhance Family Values

The family nucleus is a key structure for promoting social stability. It is the fundamental platform for social cohesion. The family is regarded as the initial learning environment for any Samoan child. The role of the father and mother in taking care of the welfare of the family and providing support to the children is critical. A stable family is more likely to uphold cultural, religious and family values which are pre-conditions for social harmony. It is important therefore that family values are reinforced and strengthened as it provides the foundation for social stability and cohesion.

Strengthen the Role of Women

The role of women in community-wide developments is also recognized as a key factor in promoting economic and social well being of the society. Women groups and committees should be encouraged to promote social and economic development in the communities. The approval of the National Policy for Women and Plan of Action provides for active participation of women's groups in community developments. These efforts however will have to be within the approval and oversight of the village council.

Improve Opportunities for Youth

The youth presents the future of the communities. They play a critical role in the social and economic development of the communities. The positive influence of the church and family on the youth is a pre-condition for their productive contribution to the development of the community. The youth should be encouraged to actively participate and contribute to community activities. The approval of the National Youth Policy will facilitate the development of youth.

Strengthen the Role of Non Government Organisations

Although NGOs are not normally considered a part of the traditional social structure, the government recognizes the significant role and contribution they make to achieving the national goals. NGOs have emerged as effective vehicles to drive community focused services in a wide range of areas. It is important however that NGO assistance is consistent with the wishes of the village council. NGOs should be supported through establishing effective coordination processes to facilitate their dealings with government agencies. NGOs

face capacity constraints which limits the degree of their service. Assistance should therefore be directed at strengthening NGO capacity in order that their service can be made more effective. At the same time, NGO accountability under relevant legislation will be closely monitored.

VII. Improve Infrastructure and Services

Considerable investment has been directed to building the infrastructural services necessary to support the achievement of the key strategic outcomes. In the next three years, government will concentrate on improving asset management through upgrading the management efficiency of the relevant agencies. To this end, institutional strengthening efforts have commenced for EPC, Public Works Department (PWD) and SWA. The corporatisation of SCL is expected to enhance communication services and provide the platform for improved information and communication technology. Consistent with the SDS theme, infrastructural development will take a particular focus on the rural areas.

Improve Water Supply Quality and Distribution

The institutional strengthening project for SWA is expected to strengthen the executive management, operations and customer relations functions of the Authority. This will form the basis for the formulation of strategies for sustainable management of water resources nationwide and better management of assets through the adoption of modern strategies and best practice systems.

Improve Water Supply

- i. Strengthen SWA management;
- ii. Protect water catchment areas through regulations and legislation;
- iii. Establish a centralised sewerage system for the Apia area;
- iv. Complete Rural Water Supply project; and
- v. Continue awareness raising programs on all water-related matters.

Water resource management will be a key area of focus in the 2002-04 period. Poor management of water resources could lead to serious water quantity and quality problems. Water catchment areas are increasingly under threat as a result of efforts to increase agricultural production. Close coordination between MAFFM, Department of Lands, Survey and Environment (DLSE) and SWA is critical to ensure sound management of water resources. Legislation review to allow SWA the mandate to protect watersheds is a priority. Awareness raising programs to educate the community on sustainable management and use of water resources is also critical.

Sanitation and wastewater management is another key area of focus. The need for a central sewerage system to serve the urban area cannot be over emphasised. The existing disposal sewerage systems pose great environmental and health risks. The effluent around the Apia area has damaged the ecosystem of near shore waters and the reef threatening the lives of many villagers who depend on this area as a seafood source. The establishment of a centralised sewerage system to serve the Apia area will be closely examined.

Improved access to good quality and supply water for village communities will continue with the implementation of the Rural Water Supply Project. This project includes the construction of water treatment plants and reservoirs in both Upolu and Savaii. The Upolu plant located at Fuluasou will serve the area from Faleata to Samatau (Falelatai). The plant in Savaii will serve the area from Palauli to Puapua. The project will also look at the development of boreholes for drought affected areas. The installation of water meters as a demand management strategy will continue.

Enhance Electricity Generation and Distribution

The EPC – ISP will continue. The Corporate Plan and Business Plan now in place will guide the work of the Corporation towards achieving its goals. It will also instill commercial discipline in its operation. Part of the ISP includes the creation of a Customer Relations Section focusing on enhancing customer services. EPC will also review its tariff structure to improve its financial viability. The ISP is expected to improve the Corporation's management and operational efficiency.

Electricity Generation and Distribution

- i. Continue electrification of new subdivisions at Vaitele;
- ii. Investigate viability of Savaii hydro-power;
- iii. Complete Afulilo Augmentation;
- iv. Complete installation of submarine cables to Manono; and
- v. Upgrade the control center at Tanugamanono.

EPC will continue to strive to provide adequate generating capacity to cater for the increase in demand in both Upolu and Savaii. Improved hydro generation and the Rural Electrification Program will continue.

Improve Information, Communication and Technology Services

In light of the need to upgrade ICT services in response to increased demand, an ICT Council will be set up to formulate a national ICT policy as well as to guide planning of all ICT matters. A Regulatory Commission will be established to ensure that required ICT standards are adhered to by all service providers. A Spectrum Management Agency will also be set up to administer frequency allocation. Consistent with these establishments, competition in the ICT sector will be rigorously pursued.

Telecommunications Regulatory Framework

- i. Establish an ICT Council; and
- ii. Set up a Regulatory Commission and a Spectrum Management Agency.

Improved telecommunication access in the rural areas is considered a priority. In this regard, SCL intends to provide a basic communications infrastructure that will encompass all Samoa. The installation of fibre optic technology that has already commenced in Upolu will be extended to Savaii. Expansion of the cellular telephone network is seen as another option to extend telephone services to the rural areas. Introducing competition in the cellular market would therefore help in providing modern telephone and data services across the country.

Improve Infrastructure

- i. Install fibre optic technology;
- ii. Introduce competition in the cellular market;
- iii. Increase competition in the provision of internet service;
- iv. Standardise ICT development both in hardware and software; and
- v. Analyse the impact of ICT on employment.

Over recent years Samoa has been exposed to a revolutionary period with the acceleration of ICT. The availability of Internet Services and the growing accessibility of computers has overcome Samoa's geographical isolation. Access is now possible to an unlimited amount of information that was unimaginable a decade ago. The development of tele-conference facilities is expected to impact positively on both education and health services. The possibility of setting up internet cafes in rural areas will also be explored during the SDS period. Potential adverse impact of introducing ICT technologies on employment nationwide will be closely monitored.

Improve Road Transport Services

A key area of focus will be the implementation of the road asset management system (RAMS) that was structured under the IAMP. The construction of new bridges in Falefa, Fagalii, Saleia and Falevao are scheduled for completion by 2002. Road Safety Regulations will be re-enforced. Fees and charges will also be reviewed to reflect usage of services provided. Routine maintenance of roads and bridges around the country will continue to support transportation of commercial and agricultural produce and travel for the public. As an outcome of the reforms currently underway, a Land Transport Authority will be established to manage all land transport services. The authority will takeover the transport functions of the PWD and the Ministry of Transport (MOT). Coastal infrastructure protection will be constructed to safeguard roads that are exposed to sea damage.

Road Transport Services

- i. Implement RAMS;
- ii. Establish Land Transport Authority;
- iii. Tar seal road from Lemafa to Taelefaga;
- iv. Complete Falevao and Saleia bridges;
- v. Complete Falefa and Fagalii bridges;
- vi. Continue maintenance of coastal infrastructure
- vii. Tar seal newly settled areas; and
- viii. Continue maintenance of roads and bridges.

Improve International Shipping and Inter-island Services

The expansion of the Apia Port which includes the extension of the container park will significantly facilitate trade and improve efficiency in shipping services. This is a positive step towards the development of trans-shipment facilities.



Apia Port Expansion: Catering for increasing trade and the growing economy

International shipping and Inter-island services

- i. Upgrade and expand the Apia port;
 - Expand container park, and
 - Construct an 80 tonne weighbridge.
- ii. Rehabilitate Salelologa wharf; and
- iii. Upgrade terminal facilities at Salelologa and Mulifanua.

The computerization of bookings and reservations at SSC will greatly enhance service delivery to the public. The Corporation, in a coordinated effort with the Samoa Ports Authority, will upgrade wharf and terminal facilities in Apia, Mulifanua, Salelologa and Asau.

Improve Aviation Services

In response to the threat of terrorism, Samoa Airport Authority (SAA) will be installing improved security measures at Faleolo and Fagalii airports. Rationalising the use of the Faleolo and Fagalii airports to achieve optimal results will be closely looked at.

On the operation of Polynesian Airlines, the task force approved by Cabinet will closely examine the options for improving the financial viability of Polynesian Airlines. Privatisation is one option that will be considered in recognition of the fact that the budget can not continue to carry high levels of subsidy to the airline. The impact of the recent global economic situation on the airline will be closely monitored and action will be taken where necessary to minimize any adverse effects.

Strengthen Urban Management

Recent analysis has indicated that about 70% of economic activity in the country is centered either directly or indirectly in the Apia urban area. Between 1991 and 1999 it is estimated that the population of the Apia urban area increased at twice the rate of the population as a whole. Much of the growth of the private sector has taken place in Apia. These facts have resulted in a growing need for better urban services, planning and management.

PUMA will be established within DLSE. This Agency would bring together all the key urban management functions presently carried out within PWD and DLSE into a single division. PUMA would become a planning and development agency for Apia covering land use, development and environmental matters. The Agency would also have responsibility for implementing new development regulations and standards and for instituting a program of urban improvements.

Enhance Environment Protection

Despite the good economic performance in the past five years, there have been growing concerns over the impact of development projects on the environment. Greater focus will therefore be placed on the protection of the environment. Approval of the Environment Act will enable the re-enforcement of key policy statements and regulatory requirements including the Environment Impact Assessment (EIA), Biodiversity, Climate Change and the Protection of the Atmosphere all of which need to be fully implemented. Existing conservation



areas will be maintained, other possible sites for national parks and reserves will be identified with the intention of exploring self-funding possibilities. Economic valuations of environmental resources will be undertaken and environmental awareness programs will continue.

Protection of water catchment areas will be considered a top priority during the SDS period. This calls for the close coordination between SWA, DLSE and MAFFM in establishing appropriate regulations that will ensure watersheds are protected. The approval of the forestry policy will review the limit of logging activities and the completion of the re-forestation policy.

VIII. Improve Opportunities for Tourism Industry

Tourism development in the 2002-2004 period will be guided by the five-year TDP 2002-2006. The main goal of this plan is:

“To provide a framework and process that ensures a balanced, coordinated, practical and efficient approach to the sustainable development of tourism in Samoa. Sustainable tourism development will be undertaken at a rate, and in ways that will: generate continuing economic benefits throughout the Samoan society; contribute to a general improvement in the quality of life in Samoa; reflect, respect and support fa’aSamoa; conserve and enhance the country’s natural and built environments; and enhance tourists’ experience of Samoa.”

Enhance Tourism Planning, Development, Management and Infrastructure

The TDP 2002-2006 proposes that Samoa, as a tourism destination in its early stage of development, needs to focus more on core areas and functions and promote a clear and well-coordinated image. This approach is to be applied in all areas of tourism development. In the context of marketing, this involves concentrating marketing efforts on key markets and providing a clear, coordinated image. In terms of product development, it will mean upgrading key attraction sites and identifying key areas for future development so that infrastructure provision can be undertaken. With regards to human resource development, a back to basics approach will be adopted, identifying key needs for both formal training and



Tourism Development: Making the most of opportunities

tourism awareness. In terms of tourism impacts, the plan identifies pressure points for monitoring and action which address key environmental, economic, social and cultural sensitivities. All these activities will be supported by further institutional strengthening in both public and private sectors.

The new TDP 2002-06 provides the basis for a sound and consistent development strategy over the SDS period. Growth of visitor arrivals over this period is targeted at 5-10% per annum. The plan focuses on creating opportunities to improve the development of tourism in Samoa. It identifies tourism development goals consistent with Samoa's traditions and customs. It also aims to improve and facilitate coordination and consultation between government agencies and the tourism industry and will provide SVB with an improved capacity to manage tourism development.

Enhance Marketing Efforts

Marketing and promotion efforts will be focused on providing a more systematic, cost-effective approach for promoting Samoa as a tourist destination. Such an approach requires a clear destination image as well as improved statistics and more coordinated marketing activities.

Enhance Human Resource Development

The success of the tourist industry is greatly dependent on human resource development. Samoa Polytechnic will be the focal point for vocational and professional training at various levels. Rural community tourism businesses will be strengthened and up skilled by SVB through the use of workshops and training manuals. SVB tourism awareness programmes will focus on understanding tourists' needs and behaviour patterns, communicating with tourists and running tourism businesses. These will be conducted in both Upolu and Savaii, supported by the use of TV, radio and media. Tourists will be provided with greater information and opportunities to learn about the fa'aSamoa before they arrive and during their stay in Samoa.

Tourism Development

- i. Develop beach front accommodation around the country and/larger hotels close to Apia;
- ii. Develop attractions and activities with respect to nature, culture, adventure and coastal tourism;
- iii. Support small and medium sized resorts;
- iv. Adopt EIA legislation and apply to all tourism projects;
- v. Investigate alternative models to resolve land issues at particular attraction sites;
- vi. Upgrade infrastructure services (road, water, telecommunication, electricity); and
- vii. Improve external and internal accessibility through the provision of appropriate transport services.

Marketing Strategies

- i. Enhance marketing efforts in New Zealand, Australia and the United States of America (USA) ;
- ii. Establish close links with the holiday and visiting friends and relatives (VFR) market of American Samoa;
- iii. Upgrade the website, particularly to service long haul markets;
- iv. Promote Samoa's natural, cultural, adventure and coastal tourism; and
- v. Strengthen joint marketing activities between the SVB and the tourism industry.

Human Resource Development

- i. Strengthen professional tourism training (hospitality) through Polytechnic;
- ii. Support community tourism businesses through workshop training and manuals;
- iii. Conduct tourism awareness programmes to enhance understanding of tourism in the community; and
- iv. Strengthen tourist education to increase tourist understanding and respect for fa'aSamoa.

Improve Research and Statistics

Up-to-date and reliable information and statistics is crucial to support the further development of the industry. This requires a review of current visitor statistics with the objective of providing improved interpretation and more comprehensive and reliable set of industry performance indicators. These will include tourism sector direct employment, visitor expenditure, room inventory, room occupancy data, and visitor satisfaction feedback. There is also a need to review and improve current economic monitoring of tourism, and look into alternative methods for measuring the contribution of tourism to GDP such as tourism satellite accounts.

Research and Statistics

- i. Broaden tourism research capability to support marketing, product development and impact assessment;
- ii. Carry out visitor expenditure and occupancy surveys; and
- iii. Monitor Samoa's sustainable tourism indicators.

Strengthen SVB Management

The activities of the SVB will be focused on its core tourism functions of marketing, planning and development, research and education and culture affairs. These core functions will be supported with additional resources. Interdepartmental coordination is also needed to support and facilitate the further development of tourism. The tourism industry associations will be strengthened in order to foster stronger partnerships between the public and private sectors. An implementation unit will be established in order to coordinate the implementation of the Samoa TDP 2002-2006.

Strengthen SVB Management

- i. SVB to focus on core functions as identified in the TDP 2002-2006;
- ii. Establish closer working relationship between SVB and tourism industry; and
- iii. Establish a taskforce to facilitate and coordinate the implementation of the Samoa TDP 2002-2006.

IX. Enhance Public Sector Efficiency

Improve the Efficiency and Effectiveness of Government Services Delivery

The key objective of the public sector reform programme is to raise the effectiveness and efficiency of public service delivery. The implementation of the PSC/ISP will be vigorously pursued and progress will be closely monitored to ensure that performance milestones are met. In particular departments will formulate Service Charters through which the public will be able to clearly see and measure performance. Faster response times, greater consistent and transparency and simpler, clearer processes will be instituted.

Efficient and Effective Government Services

- i. Redefine core functions for all departments;
- ii. Establish a human resource management information system to support human resource management in departments;
- iii. Establish management plans for all departments that will link the budget and corporate objectives;
- iv. Establish performance management systems to monitor departmental performance with the primary aim of improving government service delivery;
- v. Identify and strengthen capability and capacity of departments to carry out refocused core functions; and
- vi. Establish service charters for all departments and corporations.

Improve Financial Management

Consistent with the principles of transparency and accountability, sound financial management will be pursued with vigour. With the enactment of the Public Finance Management Act 2001, the legislative framework is now in place to support financial and economic reforms.

Financial Management

- i. Continue refining output structures and performance indicators consistent with refocused functions;
- ii. Strengthen capacity (through training) of line departments to take on board devolved financial functions;
- iii. Establish a framework and implement multi-year forward estimates to improve budget management;
- iv. Enforce the provisions of the Public Finance Management Act 2001 for improved financial management; and
- v. Expand network connection to facilitate on-line financial management by all departments.

Enhance Transparency and Accountability

Good governance has been substantially instilled in the way the government operates. Clear decision making processes and lines of communications have been established through the Cabinet Development Committee (CDC). This will be further enhanced in the 2002-04 period. The establishment of the Law Reform Commission paves the way for all legislations to be reviewed and provides a legislative framework to support the reform program in a transparent and accountable manner.

Transparency and Accountability

- i. Publish annual budget and associated information for public scrutiny;
- ii. Make available economic data to the public through internet access;
- iii. Establish clear corporate plans and corporate objectives for all public bodies;
- iv. Provide financial reports, accounts and associated information for all public bodies and public beneficiary bodies for public consumption;
- v. Instil the approved code of ethics and acceptable standards of conduct for all holders of public office; and
- vi. Continue and strengthen stakeholder consultation on major policy issues.

Continue Corporatisation and Privatisation Programme

The privatisation program will be continued consistent with the ongoing objective of re-defining core government functions. The privatisation program will aim at selling all the remaining government shares in at least five Public Bodies during 2002-04. In line with the theme of providing opportunities for all, the government will examine and institutionalise as a matter of priority, an establishment where the wider community could access shareholding in the privatised entities. The functions of PWD will be streamlined into a Regulatory Authority. Moreover the management of retained government corporation will be closely monitored to ensure the provisions of the Public Bodies (Performance and Accountability) Act are strictly adhered to. All corporations will

Privatisation Corporatisation Programme

- i. Explore the feasibility of establishing a facility to manage in trust shareholdings on behalf of community groupings;
- ii. Divest government shareholding in five Public Bodies;
- iii. Formulate clear objectives and strategies for Public Bodies that government will retain;
- iv. Implement the reporting, monitoring and advisory provisions stipulated in the Public Bodies (Performance and Accountability) Act for enhanced performance;
- v. Enforce the accountable responsibilities for directors of all corporations; and
- vi. Outsource most of PWD work and streamline its functions into a Regulatory Authority.

complete a corporate plan with corporate objectives clearly stated. The plan will provide the desired outputs and resources required for their optimal delivery. All directors of Corporations will be trained on their responsibilities under the Public Bodies (Performance and Accountability) Act. The regulatory framework will continue to be developed and the capacity of Government strengthened to ensure Public Bodies operate in an efficient manner.

Improve Statistical Development

In support of good governance, improvements to the quality and availability of statistical information will be rigorously pursued. The results of the 2001 Population Census will be published, labour market information will be developed, employment and tourism data will be strengthened and cooperation amongst source providers and users will be enhanced. The capacity of statistics providers will continue to be strengthened through training and institution building. Statistics will be made readily available, including electronically, for public consumption. Trainings will also be conducted on how to use and interpret statistics.

Statistical Development

- i. Publish results of the 2001 Population Census for public information;
- ii. Improve quality of national accounts statistics through closer cooperation amongst source providers;
- iii. Build and strengthen capacity of statistic providers;
- iv. Develop labour market information;
- v. Develop comprehensive employment database;
- vi. Improve existing and expand indicators on tourism;
- vii. Strengthen generation of social statistics and disseminate it widely;
- viii. Make available all government statistics electronically; and
- ix. Conduct trainings on how to use and interpret statistics.

Minimise Social Cost of Reform

Consistent with the theme of this SDS, attention will be given to the potential social cost of the reform process. Where job losses arise as a result of privatisation/corporatisation, appropriate measures including re-training and redundancy packages will be structured to minimise the social cost of the reform process. These measures are critical for credibility and the long-term sustainability of the reform programme.



Public Service: More customer focussed

Section Four

STATEMENT OF ECONOMIC STRATEGY 2000–2001

Summary of Progress Towards Achievement of Strategic Outcomes

Section Four summarises the progress which has been made during the 2000 - 01 SES period towards the achievement of the Strategic Outcomes. A full review highlighting constraints and issues as well as progress is provided in the Review Matrix in the Appendix following. This Review and the strategies identified in the Way Forward section provide the basis for the Strategies which have been set out in Section Three above.

I. Stable Macroeconomic Framework

During the 2000-2001 Statement of Economic Strategy (SES) period a stable macroeconomic framework was maintained. All key growth, budget and economic performance targets were met with the exception of a slight weakening in the balance of payments position in the first half of 2001. Growth has been very buoyant, led by the construction, other manufacturing, hotels and restaurants and transport and communication sectors.

Achievement of Macroeconomic Targets

- i. Real GDP increased by 7.3% in 2000 and 7.8% in the twelve months to June 2001 (SES target growth rate = 3 - 4% per annum (pa));
- ii. Current budget surplus equivalent to 3.4% of GDP in Fiscal Year (FY) 199/00 and 3.9% in FY 2000/01 (SES target deficit level = 3.5% of GDP);
- iii. Overall budget deficit equivalent to 0.7% of GDP in FY 1999/00 and 2.3% for FY 2000/01 (SES target deficit = 3.0% of GDP);
- iv. Trade deficit 40% of GDP in 2000 increasing to 44% of GDP in the first half 2001 (SES target trade deficit = 40% of GDP);
- v. Current account BoP deficit of 5% of GDP in 2000 and 14.9% in first half 2001 (SES target was to contain the deficit to 4% of GDP);
- vi. Overall BoP surplus equivalent to 0.4% of GDP in 2000 but deficit of 1.4% of GDP in first half 2001 (SES target was to maintain a BoP surplus of 2.5% of GDP);
- vii. Money supply grew by 11.3% in 2000 and 16.2% in year to June 2001 (SES target was to keep money supply growth to 7.5% pa);
- viii. Domestic credit to the private sector increased by 19.7% in 2000 and by 18.8% in year to June 2001 (SES target was for an annual increase of 17.5%); and
- ix. Inflation rate within the 3% pa target averaging 1% pa in 2000, increasing slightly to 1.9% in June 2001.

The economic situation is sound although the weakening in the BoP position needs to be carefully monitored.

II. Enhanced Public Sector Efficiency and Effectiveness

Progress has been made towards the achievement of this outcome. There are, however, still some departments and individual officers who are not yet taking seriously the need to become more customer and stakeholder focussed.

Progress Towards Public Sector Reform

- i. Corporate plans and functional reviews completed for most departments and ministries;
- ii. Institutional Strengthening Projects (ISP) for key departments underway;
- iii. Financial and human resource management functions devolved to ten departments;
- iv. New Public Finance Management Act and Public Bodies (Performance and Accountability) Act approved;
- v. Economic and social statistics improved: GDP and Government Finance Statistics (GFS) data being compiled on regular quarterly basis, Agricultural Census, Population Census and Vital Statistics Surveys completed in 2000 – 01;
- vi. Five Joint Venture enterprises fully privatised during period (Brugger, Rothmans, BOC Gas, Samoa Coconut Products and Samoa Breweries);
- vii. Leadership and management development training programmes held for Heads of Department (HOD) and Middle Managers; and
- viii. Progress made towards implementation of Forum's Eight Principles of Accountability including: new tendering and procurement procedures; strengthening Public Accounts Committee (PAC), Auditor General's and Ombudsman's powers; Law Reform Commission established and Central Bank of Samoa (CBS) prudential management and anti-money laundering powers strengthened. CBS improved policy transparency by publishing a Monetary Policy Statement.

Whilst good progress has been made there is still much to be done to achieve the desired level of efficiency and effectiveness in the public service. There is also a need to further strengthen trade, balance of payments and employment statistics for policy analysis purposes.

III. Improved Education Standards

There has been some good progress in laying the foundations for improvements to education standards to be achieved in the medium term.

Education Sector Achievements

- i. Education Sector Project (ESP) assisted DOE to strengthen strategic planning capability;
- ii. School Management Manual published and training provided for principals and management committees;
- iii. Specifications defined for minimum facilities and standards for primary and secondary schools;
- iv. Curriculum development strengthened;
- v. Teacher training programmes improved to upgrade teacher training standards;
- vi. Programmes for Special Needs (SNE) and Early Childhood Education (ECE) established;
- vii. Education infrastructure upgrading project for Malifa and development of satellite schools commenced; and
- viii. National University of Samoa (NUS) and Polytech strengthened programmes catering for employment skill needs especially in the tourism and trade areas.

Raising education standards is a long term programme and progress is achieved on an incremental basis. More emphasis is being given to employment and life skills to ensure that all Samoans are equipped to meet the challenges and opportunities being offered by the developing economy.

IV. Improved Health Standards

Health was a priority area in the SES period. The main areas of activity focussed on health education, primary health care and preventative programmes. The following have been the main progress achievements:

Health Sector Improvements

- i. DOH benefited from ISP in strengthening strategic planning capability;
- ii. Immunisation, disease control, education and preventative programmes strengthened;
- iii. A Child and Adolescent Health programme established;
- iv. Maternity and Child Health (MCH) and Environmental Health programmes strengthened;
- v. Provision of private health care services developed further;
- vi. Cooperation between the department and private providers improved;
- vii. Drafting regulatory framework for private care and health service providers commenced;
- viii. Traditional healers given greater prominence in health care services; and
- ix. Rural health services continued to be improved.

Like education the improvement to health services is a long-term process. The gains made are being consolidated and progress will continue to be made on an incremental basis.

V. Enhanced Growth in Private Sector Development

The private sector performed very strongly during the SES period. The economic and public sector reforms have helped to strengthen the enabling environment and build business and investor confidence. This has helped to stimulate the growth. Significant new investment projects were implemented and many new businesses were established, including a garment factory and a desiccated coconut factory. There is now both a wider range of goods and services in the economy as well increased competition.

Private Sector Enabling Environment

- i. Government - private sector partnership approach to policy development continued and strengthened;
- ii. Progress continued towards achieving World Trade Organisation (WTO) and Pacific Area Trade Agreement (PARTA) membership;
- iii. Tax and tariff reforms continued but at a slower pace than in the previous SES period, allowing for consolidation of previous reforms;
- iv. New Foreign Investment Act approved in 2000 and National Investment Policy formulated;
- v. A new Companies Act was prepared;
- vi. Public Bodies Performance and Monitoring Act will help to create more level playing field;
- vii. Financial Sector Liberalisation continued including, inter alia, the relaxation of foreign exchange controls, opening of the foreign exchange market to more private dealers, and a strengthening of anti-money laundering legislation; and
- viii. Micro-finance project providing credit to the rural areas approved and about to commence at the end of 2001.

The challenge is for government to maintain the momentum of the reform programme and to further strengthen the enabling environment for the private sector. A continuing increase in the number of employment opportunities is required. This needs to be matched by raising skill levels to meet the demands of new enterprises.

VI. Invigorated Agriculture and Fisheries

After five years of stagnation following the Taro Leaf Blight the agriculture sector began to show some signs of growth in the 2000 - 01 period.

<u>Agriculture and Fisheries Achievements</u>
<ul style="list-style-type: none"> i. ISP assisted MAFFM to strengthen its strategic and corporate planning capability; ii. The published Agricultural Census provided sector information for planning and policy purposes; iii. Marketing information and quarantine facilities improved; iv. New taro varieties leading to increased production and export opportunity; v. Research and extension services more oriented to real needs of farmers; vi. Licensing and safety standards on fishing vessels improved; vii. Fisheries wharf area improved; viii. Investigations began into options for developing new larger fisheries marina; and ix. Village Fisheries Management Plans established and by-laws formulated for inshore areas.

Considerable potential still exists for further development in these sectors.

VII. Sustainable Tourism Development

The tourism industry in Samoa enjoyed a strong and sustained period of growth during 2000 and 2001. The future for the continued growth of the industry looked bright until recent events clouded the outlook for the world economy and international travel in particular.

<u>Tourism Development</u>
<ul style="list-style-type: none"> i. Tourism Task-Force established to coordinate tourism development; ii. Emphasis on creating and marketing a distinct destination image for Samoa; iii. Tourism Development Plan (TDP) developed identifying key issues and strategies; iv. SVB produced manuals to assist operators improve standards of facility management and other tourism services; v. Hospitality training commenced at Polytechnic; vi. A number of new beach fale and larger resorts established in the period; and vii. Range of tourism services available in the country expanded catering for increasing demands of tourists.

Whilst the contribution of tourism to the economy is considerable there is a need to undertake an expenditure survey to provide accurate up-to-date data on the industry.

VIII. Revitalised Village Economy

The Agriculture and Population Censuses, together with the Vital and Family Health and Safety Surveys carried out during 2000 - 01 have provided valuable benchmark data on the state of the rural and village economy.

Progress in Revitalising the Village Economy

- i. Regular meetings taking place between Pulenu'u and village communities;
- ii. Village workshops and training programmes held to raise knowledge and awareness of business practices and enterprise development;
- iii. Small businesses enterprise project and micro-credit project funded by Asian Development Bank (ADB) commenced in 2001; and
- iv. Road sealing and provision of infrastructure and services to rural areas continued.

Making the village economy a more attractive place to find employment or to engage in commercial agriculture is critical if employment opportunities are to be generated for all the young people leaving school each year. Strengthening the provision of vocational and life skills training as well as improving the availability of business and entrepreneurship training are essential for this outcome to be achieved in the medium term.

IX. Infrastructure and Supporting Priorities

There continue to be sound progress in improving economic infrastructure throughout the country. Proposals were submitted for the establishment of a Planning and Urban Management Agency (PUMA) to be responsible for urban planning and management and for initiating a programme of urban improvements for the Apia urban area.

Infrastructure and Supporting Priorities Development in 2000-01

Power

- i. Additional diesel generators installed at Tanugamanono and Salelologa Power Stations;
- ii. ISP assisted Electric Power Corporation (EPC) to strengthen its strategic and corporate planning capability;
- iii. Negotiations for Afulilo Augmentation Project commenced;
- iv. Automatic fuel price adjustment mechanism introduced to EPC tariff structure; and
- v. Discussions on Savaii (previously known as Sili) Hydropower Scheme and use of renewable energy resources for Manono continued.

Water Supply

- i. Water supply improvement projects for Apia, North West (NW) Upolu and Savaii under implementation; and
- ii. ISP assisted Samoa Water Authority (SWA) to strengthen its strategic and corporate planning capability.



New Two-lane Bridge: Improving access to new residential areas



Fuluasou Reservoir and Water Treatment Plant: Improving water supply to NW Upolu

Infrastructure and Supporting Priorities Development in 2000-01cont'd**Road Transport**

- i. Roads, Bridges and Coastal Protection projects continued in both Upolu and Savaii funded under the Infrastructure Asset Management Project (IAMP).

Marine Transport

- i. Work commenced on expansion of the Apia Port financed by Japan;
- ii. Samoa Shipping Corporation (SSC) took delivery of two new vessels; and
- iii. Feasibility studies for yacht marina were initiated.

Civil Aviation

- i. Extension and upgrading of Faleolo terminal and runway completed under IAMP; and
- ii. Polynesian Airlines renewed its fleet by leasing two new 737-800 series aircraft through capital injection from government and loan from National Provident Fund (NPF).

Communications:

- i. New management appointed to Samoa Communications Limited (SCL);
- ii. Ministry of Postal and Telecommunications established to regulate the communications sector; and
- iii. Work commenced on upgrading telecommunication capacity for both domestic and international services as well as internet capacity.

Environment

- i. Policy papers on Population and Sustainable Development, National Waste Management, National Land Use and Water Resources revised;
- ii. Work commenced on policy statements on Biodiversity, Climate Change and Protection of the Atmosphere; and
- iii. Forest Policy reviewed for consistency with other environmental issues.

Women and Youth

- i. Policies on Youth and Women approved.

Appendix

REVIEW MATRIX: STATEMENT OF ECONOMIC STRATEGY 2000-2001

STRATEGIES	OUTCOME	WAY FORWARD
I. Stable Macroeconomic Framework		
1. GDP growth 3-4% pa	<ul style="list-style-type: none"> GDP growth was 3.1% in 1999 and 7.3% in 2000. In the first half of 2001 growth rate was 6.0%. 	<ul style="list-style-type: none"> The target to maintain an average annual rate of between 3 – 4% over the 2002 – 2004 period.
2. Fiscal Policy <ul style="list-style-type: none"> current surplus of 3.5% of GDP current expenditure to increase no faster in real terms than the economy as a whole overall deficit of between 3 - 3.5% of GDP 	<ul style="list-style-type: none"> In FY 1999/00 the current surplus was 3.4% of GDP. For FY 2000/01 the budgeted current surplus was 2% of GDP, actual outturn for FY 2000/01 produced a current surplus of 3.9% at an annual rate. The budgeted current surplus for FY 2001/02 was around 1% of GDP Overall there was deficit of 0.7% of GDP in FY 1999/00 and 2.3% for FY 2000/01. Overall deficits of 3.7% and 3.0% were budgeted for FY 2000/01 and 2001/02 respectively. 	<ul style="list-style-type: none"> The current targets of 3.5% surplus at the current budget level and a deficit of between 3-3.5% of GDP in the overall budget will remain. Deficit will be financed by concessionary borrowing from international financing agencies
3. Exports boosted by manufacturing	<ul style="list-style-type: none"> The Garment factory and increased beer sales boosted manufactured exports in 2000, these gains were offset by the continuing problems with the operations of the coconut oil mill 	<ul style="list-style-type: none"> The reopening of the oil mill is central to achieving renewed growth in manufactured exports. Fish exports are expected to be buoyant over 2002 – 2004 as larger vessels are brought into service. The establishment of a loining or fish processing plant would boost exports later in the period if the project goes ahead.
4. Imports to increase at a faster rate than economic growth	<ul style="list-style-type: none"> Excluding the import of MV Lady Naomi in 1999, imports increased by 11% in 2000. Within the total, fuel imports increased by 31.6% and other private sector imports by 10.3%. Government imports declined by 22.5% in 2000. The first half of 2001 saw a surge in all components of import compared to the corresponding 2000 period. Government imports was up 61% (excluding the new airport fire tenders), non-oil private sector imports was up 35% (excluding the new power generator) and petroleum imports increased by 65%. 	<ul style="list-style-type: none"> Import growth is expected to continue to outstrip growth in GDP over the 2002 – 04 period. On-going and planned Public Sector Investment Programme [PSIP] projects are likely to cause big increases in imports of construction materials and equipment. Continued high levels of private sector domestic credit expansion will also feed through into non-oil imports. Growth in oil imports in volume terms will continue to be high as the transport industry continues to expand, however oil import values will be significantly influenced by international crude-oil price movements.
5. Trade Deficit to average around 40% of GDP	<ul style="list-style-type: none"> The trade deficit improved slightly in 2000, from 40.9% of GDP in 1999 to 39.3% in 2000. There was, however, a deterioration in the first half of 2001 with the trade deficit being equivalent to 44% of GDP in the period. 	<ul style="list-style-type: none"> The trade deficit target level will continue to be 40% of GDP in the 2002 – 2004 period. This level of deficit is considered to be compatible with the targets for the current account and overall BoP after taking into account capital account flows on government projects.
6. Remittances to increase by 3.0% pa	<ul style="list-style-type: none"> Remittances increased by 16% in nominal tala terms in 2000 and were equivalent to a record 19.5% of GDP. The inflow in the first half of 2001 was 15.3% above the comparable 2000 period level. 	<ul style="list-style-type: none"> Nominal annual increase of 3% will remain for the 2002 – 04 period. This reflects the recent significant upward movement in the trend rate and the possibility of a global economy slow down leading to economies of the source countries also slowing down
7. Gross Tourism Revenues to increase by 8.0% pa	<ul style="list-style-type: none"> Gross tourism revenues increased by 5.8% in 2000 following a 9.2% increase achieved in millennium year 1999. The two-year average annual rate was therefore roughly in line with the 8% per annum target rate. Further strong growth occurred in the first half of 2001 with tourism revenues up by 18.7% on the comparable 2000 period level. 	<ul style="list-style-type: none"> Tourism is being accorded high priority in the SDS and Samoa intends to capitalise on instability elsewhere in the region. The 8% target will be maintained for this SDS period noting the instability in the travel industry world wide.

STRATEGIES	OUTCOME	WAY FORWARD
8. BOP Current Account deficit to not exceed 4% of GDP	<ul style="list-style-type: none"> In 2000 the current account deficit was equivalent to 5% of GDP (1999 = -8.3%). The deficit is therefore above the target level. There was a sharp deterioration in the deficit in the first half of 2001 when it was equivalent to 14.9% of the GDP for this period. This was the result of the surge in imports in this period impacting on the trade deficit. 	<ul style="list-style-type: none"> The target level of a current account deficit of not more than 4% of GDP will be retained. The current account is an important indicator of the likely sustainability of the overall level of economic growth. A weakening in the current account would indicate overheating in the economy and would require there to be a tightening in domestic liquidity to force a reduction in the growth of money supply and domestic credit.
9. BOP Overall Balance to be in surplus by 2.5% of GDP	<ul style="list-style-type: none"> An overall surplus equivalent to 0.4% of GDP was achieved in 2000 whilst a deficit of 1.4% was recorded in the first half of 2001 	<ul style="list-style-type: none"> Maintain target from 2000-2001 SES at surplus 2.5% of GDP. This will be a key indicator of the sustainability of the general macroeconomic situation.
10. Foreign exchange reserves maintained at the equivalent of six-months imports	<ul style="list-style-type: none"> Net Foreign Assets declined to 5.8 times imports in 2000, this was slightly below target 	<ul style="list-style-type: none"> A new target of four months import cover will be used in the 2002 – 2004 SDS period.
11. Private Sector Credit to increase by around 17.5% pa	<ul style="list-style-type: none"> Domestic credit to the private sector increased by 19.7% in 2000. This was above the target level. 	<ul style="list-style-type: none"> The target rate of 17.5% per annum increase will be retained. It is considered that this rate is generally compatible with a stable external position. A sustained higher rate of increase could result in a further weakening in the balance of payments
12. Money Supply to increase by around 7.5% pa	<ul style="list-style-type: none"> Money Supply (M2) increased by 11.4% in 2000, this was above the target level. The rapid growth in M2 continued into the first half of 2001 with the end June level being 18.4% above the same period of 2000. 	<ul style="list-style-type: none"> The target rate of 7.5% per annum increase will be retained. It is considered that this rate is generally compatible with stable macroeconomic conditions and targets e.g. the inflation rate and external account. A higher rate of increase in M2 could result in higher inflation and could exacerbate any weakening in the balance of payments position.
13. Inflation to be maintained at less than 3.0% pa	<ul style="list-style-type: none"> Inflation was 1% in 2000. At end 2Q01 the rate had increased slightly to 1.9% but was still within the target range. 	<ul style="list-style-type: none"> The current target of containing inflation at below 3% will be maintained in the 2002 – 2004 period.
14. Maintain a competitive exchange rate	<ul style="list-style-type: none"> The Samoan Tala remained competitive through out the year with estimates showing the nominal exchange rate index appreciating 3% in the twelve months to end June 2001 and the real index strengthening 0.9%. 	<ul style="list-style-type: none"> The current policy of maintaining a competitive real effective exchange rate will be continued.
15. Labour force participation in formal sector employment to reach 25% by end 2001	<ul style="list-style-type: none"> Data on employment is weak and it is not possible to accurately determine the current level of labour force participation. The results of the 2001 Census will provide new benchmark data 	<ul style="list-style-type: none"> The policy will be to strengthen the enabling environment in the economy to promote investment. This will lead to the creation of new jobs and will therefore serve to increase the labour force participation rate. A new target will be set once benchmark data is available from the population census.
16. Develop labour policy to address unemployment problem	<ul style="list-style-type: none"> A Labour and Employment Policy Issues and Options Paper has been prepared during 2000 and 2001. This is now with government for consideration. 	<ul style="list-style-type: none"> New policy initiatives will be developed from the Policy Issues Paper once it has been carefully reviewed.

STRATEGIES	OUTCOME	WAY FORWARD
II. Enhanced Public Sector Efficiency and Effectiveness		
1. Restructure Departments for increased effectiveness and efficiency	<ul style="list-style-type: none"> • Key service departments such as Treasury, MOT, Customs, DOH, DOE have formulated service charters • Most departments are now open during lunch hours for the conveniences of the public • Improved partnership and dialogue have been established between departments and stakeholders 	<ul style="list-style-type: none"> • Implementation of all the components under the PSC-ISP will continue to be rigorously enforced so that the desired milestones will be achieved before the project terminates. This will continue in the 2002-04 SDS.
2. Corporate Planning	<ul style="list-style-type: none"> • All departments now have corporate plans. Most have finalised their plans and others are so advanced that their plans are due for review. • Departments including DOE, Customs, PWD, Treasury, SWA, SVB, Justice, DOH, SAA have had institutional strengthening projects. Remaining departments have received assistance under the PSC-ISP towards institution and capacity building. Revised organisational structures for departments. • As part of the institution building exercise, all departmental structures have been reviewed to reflect the reformed functions. 	<ul style="list-style-type: none"> • same as above
3. Performance Budgeting and Public Accounts	<ul style="list-style-type: none"> • Output structures and definitions continue to be reviewed to better reflect reformed functions. • Fees and charges are being charged for government service to better measure the cost and appropriateness of government services. • The Public Finance Management Act is now enforced. The Act provides for a transparent and accountable environment to better manage public finance. • Public Accounts are now presented to parliament as stipulated in the Act. 	<ul style="list-style-type: none"> • Fees and charges will continue to be reviewed
4. Devolution of Management and Financial responsibilities	<ul style="list-style-type: none"> • Human resource management has been devolved to a number of departments including MAFFM, DOE, DOH, Inland Revenue Department (IRD), Department of Land and Titles, Ministry of Youth, Sports and Cultural Affairs, Prime Ministers Department, PWD and Department of Trade, Commerce and Industry (DTCI). • Financial approval authorities for output managers and HODs have been increased to facilitate implementation of outputs. • Seventeen departments have been connected to the Treasury financial management system known as the Total Corporate Services [TCS]. This allows these departments to instantly access their accounts in order that outputs are properly managed. • More than ten departments can now do on-line receipting on a daily basis which means Treasury can have daily totals of revenue collected. This means Treasury has instant information on revenues for policy formulation. 	<ul style="list-style-type: none"> • Devolution of financial responsibilities has been constrained by the lack of capacity and capability in line departments to carry out the devolved functions. Training of line department personnel will be a key strategy in the 2002-04 SDS.

STRATEGIES	OUTCOME	WAY FORWARD
5. <i>Improved Leadership and Management</i>	<ul style="list-style-type: none"> • A Leadership and Management workshop for heads of departments and middle management level was carried out in July 2001. The seminar discussed the reform programme and how leaders can effectively contribute to the process. • A number of short term external and internal workshops were held from which staff have benefited. 	<ul style="list-style-type: none"> • Management training will become an ongoing process and will be pursued further under the 2002-04 SDS.
6. <i>Best Practice for Public Accountability</i>	<ul style="list-style-type: none"> • Public Bodies (Performance and Accountability) Bill has been approved by Cabinet and will be tabled in Parliament at its December 2001 sitting. • Public Sector contracts are openly advertised and competitively awarded in a transparent manner. • Central Bank Act has been amended to allow prudential guidelines for the management of NPF, Development Bank of Samoa (DBS), and insurance companies. • PAC is empowered by parliament (under the standing orders) to have full disclosure. • Auditor General and Ombudsman have independent reporting rights • Public Accounts are now published as required by law. • Government documentation and statistics on economic performance are readily available for public consumption. 	<ul style="list-style-type: none"> • Training will be conducted for all Directors of Government Corporation to raise awareness on the new performance based responsibilities under the Public Bodies (Performance and Accountability) Bill.
7. <i>Procurement and Tenders Procedures</i>	<ul style="list-style-type: none"> • Tender for the supply of goods and services for government use has been streamlined and made more transparent. The Tenders Board has been strengthened to ensure adherence to the principles of transparency and accountability. • All government tender with a value of more than \$10,000 are to be submitted to the Tenders Board • The comprehensive Manual on the tendering process is in draft form and continually refined. 	
8. <i>Law Reform Commission</i>	<ul style="list-style-type: none"> • The bill for the formulation of the Law Reform Commission has been approved by Cabinet and will be tabled in the next parliament sitting. The Commission will review all legislation to enable a legislative framework that supports the reform programme. 	
9. <i>Corporatisation/Privatisation</i>	<ul style="list-style-type: none"> • The Public Bodies (Performance and Accountability) Bill has been approved by Cabinet and tabled in Parliament. It will be discussed at its December 2001 sitting. The bill provides for Government corporations to operate on more commercial basis as well making Directors more accountable for their decisions; • Government over the last two years has divested its interest from the following <ul style="list-style-type: none"> - Remaining shares in Rothmans Tobacco Industry - All government shares in Brugger Industries - All shares in BOC Gas 	<ul style="list-style-type: none"> • Privatisation will continue to be pursued in the 2002-04 SDS period.

STRATEGIES	OUTCOME	WAY FORWARD
10. Economic Statistics	<ul style="list-style-type: none"> National accounts statistics are published quarterly and are readily available from Treasury for public consumption; GFS published quarterly and are readily available for public consumption from Treasury; Results of the 1999 Agriculture survey are updated annually Automated Systems for Customs Data [ASYCUDA] is in place and capable of generating trade statistics monthly Business Activity Survey was completed in 2000; Fisheries survey was carried out in 2000 	<ul style="list-style-type: none"> There needs to be improved coordination and cooperation amongst statistics providers so that quality data is generated regularly for timely policy formulation and public information.
11. Social Statistics	<ul style="list-style-type: none"> Vital survey conducted in 2000 and results published Computerisation of administrative data collected by health department Improved data collection from education department Population census conducted in November 2001 will provide the needed data that will be used to derive social indicators 	<ul style="list-style-type: none"> DOE and DOH should be encouraged to improved their information gathering and publish them regularly for public information.
III. Improved Education Standards		
1. Strengthen Education Department's management and planning at all levels	<ul style="list-style-type: none"> Corporate Plan 2000-2003 and revised Organisational Structure produced March 2000. Annual Management Plans produced for 2000/2001. Six monthly review of Annual Management Plans conducted. Third quarterly review of Annual Management plans conducted Budget reports produced monthly. Quarterly budget reviews conducted School Management Manual produced -policies and guidelines - pilot implementation of school management manual in 2001. Consultation and training workshops conducted for school committees, head teachers of pilot schools, corporate staff, school inspectors. 	<ul style="list-style-type: none"> Annual Management Plans for 2001/2002 to be produced and reviewed quarterly. DOE Executive Management and Leadership Training Programme to be conducted from July 2001 to November 2002 Establishment of school reviews Implement revised organisational structure Train principals and school committees in the use of the school management manual
2. Complete specification of minimum facility standards for primary and secondary schools	<ul style="list-style-type: none"> DOE's 'Minimum Standards for primary and secondary schools infrastructure produced 	<ul style="list-style-type: none"> ESP will review building standards for classrooms, libraries and administration blocks. These will be applied not only to the sub-project schools but will also be utilized by all future education projects.
3. Consolidate schools in the Malifa Compound	<ul style="list-style-type: none"> Malifa Strategy Paper produced and approved by Cabinet January 2001. Planning for implementation of the Malifa Strategy on going 	<ul style="list-style-type: none"> ESP will implement the Malifa strategy. ESP will restructure the schools into two – one primary and one secondary. The buildings will be reallocated, refurbished and placed under the management control of school committees
4. Establish and upgrade selected primary satellite schools in urban and rural areas	<ul style="list-style-type: none"> Selection of primary satellite schools completed. Construction at Falefitu and Magiagi Primary Schools commenced 	<ul style="list-style-type: none"> Upgrade six primary schools in the greater Apia area
5. Continue facilities refurbishment programs for Primary and Secondary Schools	<ul style="list-style-type: none"> Selection of primary satellite schools completed. Construction at Falefitu and Magiagi Primary Schools commenced Assistance for village schools continue under European Union (EU) and Japanese International Cooperation Agency (JICA) micro projects 	<ul style="list-style-type: none"> Assistance in establishing building standards for all future buildings, building maintenance programs and budgets. Assistance for village schools will continue under the EU and JICA. Rehabilitate and develop five secondary schools in Upolu and three in Savaii

STRATEGIES	OUTCOME	WAY FORWARD
6. <i>Implement revised single-streamed secondary curriculum of core and applied subjects in all government secondary schools</i>	<ul style="list-style-type: none"> Curriculum overview framework developed and in-servicing conducted Curriculum statements for five core subjects and four applied subjects developed. Resource materials developed 	<ul style="list-style-type: none"> Phase II of Single Secondary Curriculum Developments
7. <i>Develop strategies to promote bilingual learning and teaching</i>	<ul style="list-style-type: none"> Research on the use of Samoan and English in primary schools completed. Bilingual policy statements developed 	<ul style="list-style-type: none"> Establish Samoan Language Commission Develop and establish Samoan Language Database Implement Bilingual Policy
8. <i>Design and implement the Teaching Service Development Program aimed at enhancing status, qualification and professional skills of teachers</i>	<ul style="list-style-type: none"> Upgrading qualifications of teachers in Science and Commerce through Peace Corps Volunteers taking over teaching duties of teachers undertaking courses at the National University for Teaching Certificate/Diploma or Degree 	<ul style="list-style-type: none"> Ongoing
9. <i>Finalise and implement curriculum framework for ECE</i>	<ul style="list-style-type: none"> Curriculum framework developed and distributed to schools. Materials developed and translated into Samoan for ECE centres. The first group from the Faculty of Education [FOE] NUS, with ECE training will graduate at the end of 2001 	<ul style="list-style-type: none"> Establishment of a Resource Centre for all ECE teachers Implement and review registration and regulatory systems for ECE centres and teachers Establish advisory services for parents as first teachers
10. <i>Address SNE requirements</i>	<ul style="list-style-type: none"> Survey in May 2000 identified children 0 – 14 yrs old with special needs by type and location. Special needs unit established at Falefitu Primary School. Special Education unit established in Savaii. Teacher attachments in New Zealand (NZ) are taking place. Special needs volunteer now working in Curriculum Development Unit (CDU). Follow up visits on special needs children identified in survey being conducted, in-service training for teachers conducted. 	<ul style="list-style-type: none"> ESP will include provisions for SNE students in building designs. Two other SNE units will be established in 2002. SNE papers to be made compulsory in teacher training at NUS Provision of a mobile special needs unit
11. <i>Implement Phase II (Years 1-3) of the PEMP</i>	<ul style="list-style-type: none"> PEMP II (Yrs 1 – 3) implemented July 2000. Writing of teacher manuals and student workbooks continuing. Resource kits provided for teaching. 	<ul style="list-style-type: none"> PEMP II will continue to 2003. Printing of materials and Teacher in-servicing will start in 2002
12. <i>Establish the National Training Authority (NTA)</i>	<ul style="list-style-type: none"> Report completed 	<ul style="list-style-type: none"> Engagement of a specialist to look into the establishment of NTA
13. <i>Upgrade selected programs to Bachelor degree level at NUS</i>	<ul style="list-style-type: none"> Bachelors of Education and Science have commenced Development of Bachelor of Nursing degree, review of Nursing program completed Bachelor in Sports Administration near completion Japanese course upgrade to 100 level courses Memorandum of Understanding with overseas universities for accreditation and student exchanges and staff exchanges 	<ul style="list-style-type: none"> Strengthen academic cooperation with overseas universities for student and staff exchange and research
14. <i>Update the Polytechnic Master Plan and seek funding for expanding enrolment capacity</i>	<ul style="list-style-type: none"> Master Plan update completed proposal for upgrading of Polytech facilities now awaits funding continue to review and change programs to CBT 	<ul style="list-style-type: none"> All programs to be changed to CBT based on the Australian system

STRATEGIES	OUTCOME	WAY FORWARD
15. Improve Education Department's teaching service through in-service training and professional development	<ul style="list-style-type: none"> • CDU staff conducted in-service training to introduce new curriculum materials produced under PEMP I and Secondary Curriculum Project. • School-based teacher "cell" meetings conducted. Induction training conducted for newly recruited teachers. Workshops conducted for position of responsibility school personnel. On-going training for Inspectors • South Pacific Board of Educational Assessment [SPBEA] training for examiners and moderators conducted. 	<ul style="list-style-type: none"> • Design and implement a program of on-going teacher in-service training to improve subject competence and professional capabilities. This will take into account all other current teacher in-service training programs and will also address the training needs of the trainers
16. Prepare corporate plans for primary and secondary, and post-secondary education sub-sectors	<ul style="list-style-type: none"> • Department's corporate plan 2000-2003 for primary and secondary schooling completed in March 2000 under the ISP and approved by Cabinet in July 2000. 	<ul style="list-style-type: none"> • Review of DOE Corporate Plan 2000-2003 in 2002
17. Vocational training geared more towards private sector needs	<ul style="list-style-type: none"> • Completed several in-country training for private sector through PSC In-Country Training Program • Consultation for incorporation of specialized training in Polytechnic curriculum for private sector in particular for garment and tourism sectors. 	<ul style="list-style-type: none"> • Continue involvement of industry through advisory panels in the development and monitoring of programs
18. Improve Education services at village level	<ul style="list-style-type: none"> • Corporate Plan for 2000 - 2003 • Improvement in school management has been addressed • Work in school staffing to achieve a more equitable allocation of teacher to all schools • Extensive consultations with school committee have been carried out as part of the School Management subproject. • Community Relations project carried out a community awareness program involving newspaper inserts, press releases, a series of television program, 19 half-hourly radio programs in 2000. • Improved data collection which provides valuable information for policy and planning purposes. • Assistance for village schools continued under the EU and JICA micro-projects 	<ul style="list-style-type: none"> • Links with other programs will be established, particularly for small grants and micro-projects • Review of building designs • Consultations with school committees continue • Community relations sub-project continue in implementing the DOE Community Relations Strategy • Assistance for village schools continue under EU and JICA micro-projects
19. Improve education infrastructure and teaching quality in rural schools	<ul style="list-style-type: none"> • Work in school staffing to achieve a more equitable allocation of teacher to all schools. • PEMP (Curriculum development- teaching and learning materials and in-service training). • Single Stream Curriculum developed for secondary schools • Set up minimum standards for school building designs. 	<ul style="list-style-type: none"> • On going • PEMP II continues • Improvement of classrooms at six rural secondary schools, enhancement of equipment and provision of on going in-service teacher training • All primary village schools will be upgraded and monitored to meet minimum standards • All schools will be reviewed according to minimum standard
20. Improve Education opportunities at village level	<ul style="list-style-type: none"> • Paia Primary School opened in 2000. Two special needs centers also opened • Improvement in school management is being addressed • Work in school staffing is being carried out to achieve a more equitable allocation of teacher to all schools • Extensive consultations with schools carried out, minimum standards will be reviewed and these will be used for project school building design 	<ul style="list-style-type: none"> • The specialist rooms for applied subjects will be expanded and equipment will be supplied at six rural secondary schools • All primary village schools will be upgraded and monitored to meet minimum standards

STRATEGIES	OUTCOME	WAY FORWARD
IV. Improved Health Standards		
1. Health Promotion and Prevention Programs		
a) Expand the immunisation program	<p>Activities currently being carried out:</p> <ul style="list-style-type: none"> • Daily community visits • Weekly visits to Health Facilities • Fortnightly visits to maternity Ward • Twice a week to Family Welfare Centre 	<ul style="list-style-type: none"> • This program will be continued in the next SDS period through the usual procedures.
b) Strengthen national filariasis, leprosy and tuberculosis control programs	<ul style="list-style-type: none"> • These are being strengthened through rigorous awareness programs 	<ul style="list-style-type: none"> • This strategy will be continued, as there are still incidence of these diseases in the country.
c) Develop and implement a program to prevent and control NCD	<ul style="list-style-type: none"> • National Health Education Programs • Destroy (spraying) mosquito breeding areas • Clean environment (inspections by community Nursing and Public Health teams) • Regular meetings of the NCD Committee 	<ul style="list-style-type: none"> • Efforts will be concerted towards strengthening the department's capacity to combat these diseases and to expand the coverage of awareness programs.
d) Complete and implement the care for the elderly program	<ul style="list-style-type: none"> • On-going care provided for elderly in community areas by nursing teams. Locating the exact location of the elderly people have been carried out and nurses have been scheduled to visit them on a regular basis. 	<ul style="list-style-type: none"> • This will be one of the on-going programs as nurses will be responsible for its implementation.
e) Finalize and implement the National Breast Feeding Policy	<ul style="list-style-type: none"> • A National Breast Feeding Policy has been established • A National Breast Feeding Committee established and this meets monthly to review the implementation of the Policy as well as other matters pertaining to breast feeding programs. 	<ul style="list-style-type: none"> • The established committee will monitor the implementation of the policy.
f) Develop and implement the child and adolescent health program	<ul style="list-style-type: none"> • Fanau and Aiga Manuia Project with the objectives to: <ul style="list-style-type: none"> - strengthen national child health policies - strengthen the delivery of primary health-care services to children with emphasis to "at risk" families - strengthen family focused health promotion programs - strengthen health protection and injury prevention initiatives for children 	<ul style="list-style-type: none"> • This project will be the key avenue for the dissemination of information to the school children, especially to those in the rural areas. The Health Promoting Schools will be revitalised to assist in the implementation of this project.
g) Implement the MCH Strategic Plan (1996-2000);	<ul style="list-style-type: none"> • Safe mother hood programs in place and these are: <ul style="list-style-type: none"> - A Safe Mother Committee established in 2000 - Protocols for Safe Mother Hood established September 2000 - Safe Mother Hood Policy established 2000 • Working together with Traditional Birth Attendants and private sector to implement the Policy 	<ul style="list-style-type: none"> • The committee that was established in 2000 will monitor the implementation of this policy.

STRATEGIES	OUTCOME	WAY FORWARD
h) <i>Strengthen environmental health services</i>	<ul style="list-style-type: none"> • Work has continued in the Environmental Health services to monitor and regulate the safe production of food at food production outlets. Sanitary inspections of villages have been on going through out the year. • Outbreaks of communicable diseases have been followed up and reports made to the Communicable disease committee at its monthly meetings. • Follow up of activities to check water sources for any contamination as well as the provision of quarantine services at the airport and wharf. • Work on developing food and safety regulations continues. 	<ul style="list-style-type: none"> • A review of the structure and the core functions of the Environmental Health section has been completed. This will be legislated to enable the DOH to perform effective and efficient monitoring functions.
i) <i>Strengthen the rheumatic fever program.</i>	<ul style="list-style-type: none"> • A Rheumatic Fever Technical Advisory Committee has been established and meets once a month to discuss a comprehensive school based program to address the problem of Rheumatic Fever in the Community. A survey of schools on Upolu and Savaii was also undertaken by clinicians as a part of the Rheumatic Fever Program and a follow up program for the same schools will take place this Financial year. • Various awareness programs using posters and the media undertaken. 	<ul style="list-style-type: none"> • This program will be continued
2. <i>Strengthening Partnership with the Private Sector</i>		
a) <i>Review sectoral plan in accordance with Government planning manual to address policies on health sector funding and better delineation of public and private sector roles in providing health services;</i>	<ul style="list-style-type: none"> • Two stakeholder consultations were held in FY 2000-01 to review the Sector Strategic Plan (1998-2003). Findings from these consultations are being used to review the Sector Strategic Plan and are being used as a source document to formulate the Departments Corporate Plan. 	<ul style="list-style-type: none"> • Workshops will be carried out to gauge the views of all Health sector stakeholders in reviewing existing plans and/or formulating new plans.
b) <i>Finalize legislative and regulatory framework to guide development of private health care industry;</i>	<ul style="list-style-type: none"> • In the FY 2000-01 conducted a scoping study for the existing 1959 Health Bill. This was financed with assistance from the World Bank. The DOH is undertaking a complete redrafting of the Health Legislation with support from the World Bank. This redrafting work will be started in the current financial year and be coordinated through the Attorney General's (AG) Office as well as the DOH. 	<ul style="list-style-type: none"> • The Department and the AG will be attending to this matter.
c) <i>Review and revise as necessary public health services fees and cost recovery provisions</i>	<ul style="list-style-type: none"> • In the last financial year the department undertook the following surveys and studies to put together financial information related to establishing a National Health Accounts, to look at options for financing health care and the likely impacts on all economic groups in Samoa: <ul style="list-style-type: none"> - Health expenditure survey - Traditional healer survey - Analysis of NPF bills - Survey of private clinics - Survey of NGOs 	<ul style="list-style-type: none"> • The results of the surveys that were undertaken will assist in reviewing services fees for the provision of health services.
d) <i>Assess the cost structure for hospital clinical health services to determine the potential for more cost-effective provision of private services</i>	<ul style="list-style-type: none"> • Information relating to clinical services and private clinical services will be used to formulate cost effective policies. As well assistance from the Australian Agency for International Development (AusAID) to review clinical services at TTM hospital is on going in collaboration with World Bank assistance physical improvements to TTM to facilitate service delivery. 	<ul style="list-style-type: none"> • These will be done once the results of the surveys are being analyzed.

STRATEGIES	OUTCOME	WAY FORWARD
e) <i>Review spending in the private sector and develop appropriate planning for the use of public resources in the health sector</i>	<ul style="list-style-type: none"> The surveys that were carried out in the last financial year will assist in reviewing spending in the private sector and assist in the efficient allocation of public resources in the whole sector. 	<ul style="list-style-type: none"> This will be carried out in the next SDS period
f) <i>Finalise the Health Sector Funding Policy to determine the roles of government and key health sector stakeholders in the financing, provision and monitoring of health services in Samoa</i>	<ul style="list-style-type: none"> The initial steps of putting together such a policy are surveys which have been carried out already. The results of these surveys will form the basis for carrying out more work to formulate this policy. 	<ul style="list-style-type: none"> This will be carried out in the next SDS period
g) <i>Develop an integrated and effective rural health services plan and explore the possibility of working with traditional healers to set safe referral criteria and safety standards. Part of this will include establishing a voluntary register for traditional healers and providing the necessary health training</i>	<ul style="list-style-type: none"> Assistance has been received from World Bank and AusAID to review existing mechanisms and to establish a Rural Health Services Plan. A register of all Traditional Healers has been initiated. 	<ul style="list-style-type: none"> With the ground work done, the plan will be put together in the next SDS period.
h) <i>Consider possible services for contracting out or privatization</i>	<ul style="list-style-type: none"> Work will be on-going with PSC ISP functions committee to re-look at contracting out of non essential services in a cost effective manner 	<ul style="list-style-type: none"> This will be done together with the PSC.
i) <i>Finalize the Health of the People Bill</i>	<ul style="list-style-type: none"> In the FY 2000/01 conducted a scoping study for the existing 1959 Health Bill. This was financed with assistance from the World Bank. The DOH is undertaking a complete redrafting of the Health Legislation with support from the World Bank. This redrafting work will be started in the current FY and coordinated through the AGs Office and DOH 	<ul style="list-style-type: none"> With all the ground work done, this will be finalized and legislated in the next SDS period.
j) <i>Introduction of private health insurance in Samoa</i>	<ul style="list-style-type: none"> Carried out Surveys as in above to look at the financial expenditure patterns on health surveys. Now analyzing this information. NPF has already taken steps towards putting together a health insurance scheme for all of its financial members, not only in the public sector but the private sector as well. 	<ul style="list-style-type: none"> An insurance scheme for public servants will commence next SDS period, and will pave the way for other schemes.
k) <i>Policy and a regulatory framework on health insurance to be in place during the SES period</i>	<ul style="list-style-type: none"> Carried out Surveys as in above to look at the financial expenditure patterns on health surveys. Now analyzing this information. NPF has already taken steps towards putting together a health insurance scheme for all of its financial members, not only in the public sector but the private sector as well 	<ul style="list-style-type: none"> The matter has been discussed and although it has not been finalized, some institutions have gone ahead in implementing insurance schemes. This will be encouraged and supported in the next SDS period, together with finalizing a framework for this purpose.
3. <i>Strengthening the Capacity of the Department of Health</i>		
a) <i>Implement ISP programs to address planning and policy formulation capacity of the Department and improve health facilities for effective and efficient health services</i>	<ul style="list-style-type: none"> AusAID Component on – going World Bank funding (loan) Works near completion looking at financial flows in health sector, services planning document for department completed, a human resource plan is being developed, for facilities planning exercise for all Government facilities being formulated. 	<ul style="list-style-type: none"> The ISP program has been renamed to Health Reform Program, and will be vigorously pursued next SDS period according to stipulated milestones.

STRATEGIES	OUTCOME	WAY FORWARD
b) <i>Intensify training for the Department's Output Managers on the use of computerised HIS.</i>	<ul style="list-style-type: none"> A HIS users committee has been established and this will work closely with DOH users to ensure that information is available to monitor performance as per Corporate Plan. 	<ul style="list-style-type: none"> This will be incorporated into the Department's human resource plan and carried out as regular training programs of the department.
c) <i>Review and rationalize personnel levels and scope of public health services</i>	<ul style="list-style-type: none"> Work continues on establishing a Human resource Plan for the DOH. 	<ul style="list-style-type: none"> A Human Resource Plan will be in place in the next SDS period to try and alleviate staff shortages.
d) <i>Devolve financial and human resource management to divisional and sectional level</i>	<ul style="list-style-type: none"> Most of the devolution has been done, and the department is working closely with PSC and Treasury on any matters that arise out of this activity. 	<ul style="list-style-type: none"> Continue to work together with PSC and Treasury
e) <i>Consider options for increasing revenues under ISP program. This includes plans for revising existing user charges for health services based on willingness and ability to pay</i>	<ul style="list-style-type: none"> Surveys have been carried out to assist in considering potential options for increasing revenue. At the moment, the existing charges are still being used to await the analysis of the results from these surveys, which will identify options for consideration. 	<ul style="list-style-type: none"> This will be carried out in the Health Reform Program.
f) <i>Continue with Health Sector Management-Training programs</i>	<ul style="list-style-type: none"> An analysis of the Fiji School of Medicine and NUS Nurses management program is being finalized. A Needs analysis for Management training for the department is being carried out with assistance from AusAID. 	<ul style="list-style-type: none"> This will be continued under the Health Reform Program
g) <i>Implement changes that would ensure sufficient human resources are available to sustain a quality health service. These efforts will be implemented in collaboration with Treasury and PSC</i>	<ul style="list-style-type: none"> Work continues to review the existing Human Resource Plan and establishment of a current Plan. 	<ul style="list-style-type: none"> To be continued by the department in the next SDS period.
V. Enhanced Growth in Private Sector Development		
1. <i>Institutionalise the measures already put in place, consolidate the gains already made and refine and develop the enabling environment to take account of recent domestic and international developments</i>	<ul style="list-style-type: none"> Continue Partnership through the Inter Departmental Committee (IDC) meetings, Private Sector Associations in the IDC include Chamber of Commerce, Samoa Association of Manufacturers and Exporters, Women in Business Foundation, Samoa Visitors Association Completed policies towards enhancing Samoa's Enabling Environment for Investment, Pacific Free Trade Agreements and other important issues raised by the private sector continued to disseminate reviews of economic developments through the central bank's monthly, quarterly and annual reports Commercial bank credit have grown substantially following the implementation of financial liberalization. The availability of more funds has facilitated private sector development and enhanced economic growth. 	<ul style="list-style-type: none"> IDC will continue to work on enhancing the role of the private sector especially in policy development to address issues raised Increase further the community's access to credit, the efficiency and expediency in processing credit applications and lowering the cost of credit by expanding the number of credit providers including banks and finance companies and less conservative, more innovative and wider range of assets (tangible and intangible) for securing credit. Strengthen and improve the marketing of Central bank Securities not only as a monetary policy tool but also more importantly, in so far as the private sector is concerned, to provide a truly practical alternative to commercial bank deposits.
2. <i>Improve the availability of land and the utilisation of customary land as collatera</i>	<ul style="list-style-type: none"> Customary land can now be used as collateral at DBS provided it has been registered with Land and Titles Department. 	
3. <i>Broaden the tax and tariff reform</i>	<ul style="list-style-type: none"> Reduced corporate tax and maximum marginal rate of income tax from 35% to 29% on 1 January 2000 	<ul style="list-style-type: none"> Broaden tax base and remove anomalies

STRATEGIES	OUTCOME	WAY FORWARD
4. Continue corporatisation/privatisation of State Owned Enterprises (SOE) ensuring SOEs have more commercial discipline	<ul style="list-style-type: none"> Initiated negotiations of joint venture for the divestment of government's interest in the Samoa Coconut Oil and Products Limited [SCOPL]; Sold all Government Assets with the Samoa Coconut Products Limited Divested Government shares in Brugger Industries and Rothmans Limited beginning of 2001 	<ul style="list-style-type: none"> Divest government shareholding in five SOEs;
5. SCL to play major role in developing the communications infrastructure required by the business sector	<ul style="list-style-type: none"> Started identifying business requirements and initiate planning processes that will result in designs that will provide a service offering that will meet the needs of businesses Start implementing some of these plans including the Central Business District Fibre project 	<ul style="list-style-type: none"> Continue with planning the communications infrastructure so that it can support the general public and business community needs. Develop revenue streams that will sustain a high level of capital investment to provide the necessary telecommunications infrastructure.
6. Continue contracting-out services that are more effectively provided by the private sector	<ul style="list-style-type: none"> On-going for undertaking sector and market studies and the implementation of Exporter of the Year Awards On-going in all areas more effectively provided by the private sector 	<ul style="list-style-type: none"> On-going in all areas that will be more effectively provided by the private sector
7. Vocational training geared more towards private sector needs	<ul style="list-style-type: none"> Completed several in-country training for private sector through PSC In-Country Training Program Consultation with Polytechnic for incorporation of specialized training in their curriculum for private sector in particular for garment and tourism sectors. 	<ul style="list-style-type: none"> On-going in-country training through PSC In-country training program Consultation to be on-going
8. DTICI to play a pro-active role in the facilitation of foreign investment - Finalise foreign investment legislation - Update the National Investment Policy to take account of changes to tax, tariff and incentives regimes	<ul style="list-style-type: none"> The new Foreign Investment Act was passed in parliament in 2000. Update of National Investment Policy completed and available on the website AG, Foreign Investment Advisory Service [FIAS] and DTICI currently working on finalizing Foreign Investment Regulations Documentation of administrative approvals and procedures. 	<ul style="list-style-type: none"> Implementation of Foreign Investment Act Finalizing Foreign Investment Regulations Setting up Foreign Investment Registration and database Final copy to be submitted to IDC
9. Investigate the gradual relaxation of price controls	<ul style="list-style-type: none"> Completed review and streamlining of composition of goods under price control Investigations and monitoring of prices for remaining commodities currently under the General Price Order 1999 and few Special Price Orders are ongoing 	<ul style="list-style-type: none"> Continue monitoring and reviewing of prices and goods composition under Price Control with long term view of deregulating all
10. Improve credit access	<ul style="list-style-type: none"> Secured financing from the ADB for the development and promotion of small businesses around the country with a particular emphasis in the rural areas in support of community based small business enterprises. 	<ul style="list-style-type: none"> Effective administration of the funds and lending to specified sectors
11. Promote innovative lending modalities	<ul style="list-style-type: none"> Customary land can now be used as collateral at the DBS provided it has been registered with Land and Titles Department. 	
12. Support the creation of a Free Trade Area amongst the Forum Island Countries (FIC)	<ul style="list-style-type: none"> Negotiations in the final stages on the FIC Free Trade Agreement and the Forum Umbrella Agreement Signing of the two Agreements by the Forum Leaders in August 2001 in Nauru <ul style="list-style-type: none"> Two Agreements are: Pacific Island Countries Free Trade Agreement [PICTA] & Pacific Agreement on Closer Economic Relations [PACER]. 	<ul style="list-style-type: none"> Finalize Negative Lists for FIC-Free Trade Area before Leaders Meeting Rectification by Samoa of the two Agreements and implementation Awareness creation for the Private Sector on both Agreements

STRATEGIES	OUTCOME	WAY FORWARD
<p>13. Commence negotiations for Samoa's accession to WTO</p>	<ul style="list-style-type: none"> • Final stage of answering 211 questions from WTO members as part of Samoa's accession process • Final stage of preparation & presentation of Samoa's initial offers for negotiations in tariffs and services 	<ul style="list-style-type: none"> • Convening meeting of Working Party • Hold consultations at National level on negotiations on various sectors • Awareness creation program on policies, procedures and benefits of various Agreements.
<p>14. Put in place measures to ensure compliance with WTO rules and regulations</p>	<ul style="list-style-type: none"> • WTO working committee is a forum used to implement measures to ensure compliance with WTO rules and regulations • Technical assistance already sought to assist various Departments in their work to enable compliance with WTO • Since the commencement of the financial liberalization in 1998, exchange controls on the current account of the balance of payments were progressively phased out. There are no more exchange controls. • Overseas borrowings and the remittance abroad of capital still require prior Central Bank approval. The former would need to justify net benefit to the country while the latter require proper documentation. There are no impediments to compliance with the WTO rules and regulations. 	<ul style="list-style-type: none"> • Formulation of appropriate measures in compliance with WTO Agreements including Customs Valuations, Anti-Dumping, Justice Department to update patents, trademarks and industrial designs legislation • Technical assistance sought for above mentioned work • Training and awareness program to continue • Closely monitor financial performance and conditions of financial institutions to ensure soundness maintained. • Review prudential standards as appropriate, in light of current financial and economic developments. • Strengthen prudential oversight over the operations of the non-bank financial institutions, in particular, the major players of the financial system.
<p>15. Improve the provision of a sound financial and business environment conducive to a thriving private sector</p>	<ul style="list-style-type: none"> • The financial system is highly liquid. Private sector credit has certainly expanded rapidly since the commencement of the financial liberalization. The banks are now able to price their loans based on risk and at the same time cater for the pent up demand for funds from the community. Interest rates have also fallen with the implementation of financial liberalization in the last 3-4 years. • the minimum liquid asset requirement was eliminated, allowing more liquidity to the banking system and therefore more capacity for lending. • the Exchange Control Regulations 1999 became effective in August 1999 which, amongst other things, allowed the licensing of foreign exchange dealers or money changers. There are currently three of these operating. Furthermore, the 1 percent Government levy on the purchase of foreign exchange was abolished in January last year. • Amendment of the Financial Institutions Act 1996 in January 2001 encompassed two main areas. First the amendment allows banks more capacity to lend in terms of the banks' capital base. Second, the amendments allow the extension of the Central Bank's prudential supervision to the operations of the non-bank financial institutions. • Continued to disseminate and publish commercial banks fees and charges for the benefit of the public. • Enacted the Money Laundering Prevention Act 2000 in June last year. This law criminalises money laundering activities and is a reflection of Government's commitment to safeguard our financial system and economy from this type of (transnational) financial crime. • CBS continued to be main sponsor of the Annual Exporter of the Year Awards, reflecting its support for export drive of the private sector. • Allowed banks to engage in forward trading in foreign exchange with clients. 	<ul style="list-style-type: none"> • Closely monitor the financial performance and conditions of the financial institutions to ensure that their soundness are maintained. • Review prudential standards as appropriate, in the light of current financial and economic changes and developments. • Strengthen prudential oversight over the operations of the non-bank financial institutions, in particular, the major players of the financial system. • The prudential requirement on the single borrowers limit needs to be revised to give a larger part of the community access to more credit. Also, given the unique characteristics and nature of Samoan environment such as the limited amount of freehold land available, innovation to expand the range of loan securities would enable the public to have more access to credit. • Develop and strengthen the supervisory system for the non-bank institutions as appropriate. This will include developing prudential standards applicable to the operations of the non-banks and putting in place a reporting system to report financial information for review and analysis on a more regular basis. • Strengthen supervisors/external auditors relationship of these institutions for effective exchange of financial information for effective supervision efforts. • Need to encourage the active participation of the non bank public in the auction of Central Bank Securities.

STRATEGIES	OUTCOME	WAY FORWARD
16. Establish a regulatory and supervisory framework for the supervision of non-bank financial institutions	<ul style="list-style-type: none"> Amendments to the Financial Institutions Act 1996 in January 2001 encompassed two main areas. First, the amendments allow banks more capacity to lend in terms of the banks' capital base. Second, the amendments allow the extension of the Central Bank's prudential supervision to the operations of the non-bank financial institutions. Required prudential guidelines and minimum standards are being drafted and will become effective by year-end. 	<ul style="list-style-type: none"> Enforcement of regulation
17. Develop a secondary market for CBS securities	<ul style="list-style-type: none"> The first step towards the achievement of this target was taken in the middle of 2000 – the creation of the Financial Markets Department. Secondary market trading was introduced in the second half of 2000. The initial aim was to smooth out fluctuations in the liquidity system on a daily basis. However, this was abandoned after two months of operation as trading was very thin coupled with the fact that it did not attract any new investors other than the two main commercial banks. 	<ul style="list-style-type: none"> Need to encourage participation of the non bank public in the auction of CBS Securities. Eliminate the IRD withholding tax on earnings from Securities. This would facilitate transparency and easy transfer of security certificates for secondary trading.
18. Complete financial sector liberalisation	<ul style="list-style-type: none"> Direct controls on credit and interest rates all removed. 	
19. Develop new financial intermediaries	<ul style="list-style-type: none"> A number of foreign exchange dealers and finance companies were established within the last two years. Insurance business is another area where interest had been established. 	<ul style="list-style-type: none"> More players i.e. banks and finance companies will be encouraged to participate largely in the provision of credit to the public. This will help increase companies and lower cost of borrowing.
20. Establish leasing as a financial modality	<ul style="list-style-type: none"> Commercial banks are now beginning to offer this service to business. 	<ul style="list-style-type: none"> Encourage existing financial institutions to expand this service. Encourage the establishment of financing or leasing company.
21. Investigate the viability of a Venture Capital Fund	<ul style="list-style-type: none"> Preliminary meetings have been held with interested promoters of such scheme. Further enquiries are being made to determine the impact of this scheme, taking into account the existing financial environment of Samoa and its current developments. Part of the loan secured from the Asian Development Bank for the development and promotion of small businesses around the country with a particular emphasis in the rural areas in support of community based small business enterprises includes the establishment of a venture capital fund, which will be assisted by the ADB, the World Bank through the International Finance Corporation [IFC] and other potential investors. 	<ul style="list-style-type: none"> Review and develop proper legislative framework to license and regulate players contributing to market developments in Samoa. i.e. Capital Market Development Authority Act) Effective administration of the funds
22. Develop wholesale lending	<ul style="list-style-type: none"> wholesale lending has been arranged between the two main commercial banks when there were temporary shortage of liquid assets. This is another positive impact of liberalising the financial system 	<ul style="list-style-type: none"> To continue
23. Small Business Enterprise Centre [SBEC] to continue to provide assistance and training for small businesses in urban and rural areas	<ul style="list-style-type: none"> On-going 	<ul style="list-style-type: none"> To continue
24. Improve communications and the provision of Information and Technology (IT) services in support of the development process	<ul style="list-style-type: none"> Identified the major shortcomings and some expansion work is now complete. Adequate Internet capacity is currently available. 	<ul style="list-style-type: none"> Provide a basic communications infrastructure that will encompass all Samoa. Implementation is dependent on finance availability.
25. Develop a comprehensive communication and national IT policy	<ul style="list-style-type: none"> Some SCL policies that will affect overall communications in Samoa have been developed and many others are under consideration. 	<ul style="list-style-type: none"> Develop SCL policies that will be financially viable while also consistent with Government policies.

STRATEGIES	OUTCOME	WAY FORWARD
26. Create employment opportunities through manufacturing type investment	<ul style="list-style-type: none"> Investment sector studies completed in Garment & Textile; Food Processing; Engineering; Wood and Furniture 	<ul style="list-style-type: none"> Aggressive promotion of these studies
27. Attract foreign investment in particular enterprises focusing on exports	<ul style="list-style-type: none"> Established on-line trade link with China Advertise investment sector studies on Website Distributed copies of investment sector studies to trade facilitation international/regional agencies 	<ul style="list-style-type: none"> Launch investment missions to promote completed sector studies Establish on-line trade links with overseas organizations like the Japan External Trade Organisation [JETRO], South Pacific Trade Commission [SPTC] etc
28. Establish export processing zones	<ul style="list-style-type: none"> Yet to developed. Export processors such as Yazaki and Garments however are given specific duty free privileges 	<ul style="list-style-type: none"> Establish export processing zones
29. Potential manufacturing investment identified: <ul style="list-style-type: none"> Production of Desiccated Coconut Quality Wood Products from Indigenous Species Two Garment Factories 	<ul style="list-style-type: none"> Desiccated coconut factory already established and exporting already started Garment Cashmere factory operating for two years and exported already to USA market 	<ul style="list-style-type: none"> Continue to assist enterprise through Industry Development Unit to ensure it continues to operate effectively Encourage diversification into other coconut products Continue to promote garment industry to overseas investors through the completed investment sector studies Aggressive promotion of Wood and Timber products sector study
VI. Invigorated Agriculture and Fisheries		
1. MAFFM to set a clear and prioritised agenda for the sector.	<ul style="list-style-type: none"> The first corporate plan has been reviewed. 	<ul style="list-style-type: none"> The Ministry is now in the process of formulating the second corporate plan for years 2002-2004.
2. Finalise the Ministry's Corporate Plan		
3. Strengthen and diversify agricultural products both for exports and for domestic consumption and processing	<ul style="list-style-type: none"> Undertook development projects <ul style="list-style-type: none"> Giant Clam Fruit Tree Development Program Taro Breeding. Organic Vegetables. Negotiations with WTO on sanitary and phytosanitary measures. HTFA plant is now under construction 	<ul style="list-style-type: none"> The HTFA plant is expected to be completed by 2002.
4. Develop marketing information and identify marketing opportunities to give a more focussed and farmer oriented service	<ul style="list-style-type: none"> Approved recruitment of IT expertise to assist with development and dissemination of information to farmers. Two auctions have been organised per year. Negotiations have been carried out focusing on quarantine issues. 	<ul style="list-style-type: none"> Information will be disseminated through awareness programs for the agriculture sector.
5. Use findings of the Agriculture Census to facilitate an improved focus and service by the Department	<ul style="list-style-type: none"> Integrated findings from the Agriculture Census into the Corporate Plan and Divisional Management plans. 	<ul style="list-style-type: none"> Annual agriculture survey results will be used to monitor the progress of the sector.
6. Target export growth and diversification at the commercial level	<ul style="list-style-type: none"> Multiplied and distributed different varieties of taro. Identified other crops and products with potential value added. Promoted organic production. Conducted research based on climatic factors pertinent to diversity of agricultural products. 	<ul style="list-style-type: none"> Continuous research will be carried out on climatic factors that may influence the newly introduced taro species.
7. Provide support to export production	<ul style="list-style-type: none"> Identification of other crops and products likely to have potential added values. 	<ul style="list-style-type: none"> Continue to identify potential crops for exports.

STRATEGIES	OUTCOME	WAY FORWARD
8. <i>Valuable data and information provided by the Agriculture Census to be used for policy purposes as well as benchmarks for progress in sector to be measured</i>	<ul style="list-style-type: none"> Revitalised traditional pig rearing through feed consumption. Mixed cattle rearing with land area covered with coconut. 	
9. <i>Encourage village competitions</i>	<ul style="list-style-type: none"> Conducted crops competitions in villages. 	<ul style="list-style-type: none"> Competitions will be continued.
10. <i>Continue development and maintenance of access roads</i>	<ul style="list-style-type: none"> Repaired Togitogiga road. 	<ul style="list-style-type: none"> Continue maintenance of access roads.
11. <i>Strengthen Research and Extension Services</i>	<ul style="list-style-type: none"> Farmer groups have been identified. Prioritized research activities. 	<ul style="list-style-type: none"> Continue to identify more farmer groups and associations based on problems and new technology to be given out to farmers.
12. <i>Promote organic production</i>	<ul style="list-style-type: none"> Promoted organically grown vegetables. 	
13. <i>Construct a larger version of the alia that can carry more cooling facility, better safety requirements and can fish for up to seven nights continuously</i>	<ul style="list-style-type: none"> FV Ulimasao has been completed and tested with considerable results. 	<ul style="list-style-type: none"> Any possible modification to the current design of the FV Ulimasao will be integrated.
14. <i>Policy development for fisheries to focus on regulation, quality control and resource management needs of the industry.</i>	<ul style="list-style-type: none"> Workshops/trainings completed. Completed Management Plan for Commercial Fisheries. Enforced certification of crews and vessels. Provided marine/ocean forecasts, advisories for fishery. 	<ul style="list-style-type: none"> Continued campaign for the enforcement of licensing regulations. Continue supporting services for marine and ocean forecasts.
15. <i>Improve training on safety of boat and crew</i>	<ul style="list-style-type: none"> Training have been conducted for fishermen. 	<ul style="list-style-type: none"> Continue training on safety.
16. <i>Licensing and certification for trained fishermen</i>	<ul style="list-style-type: none"> Already commenced. 	<ul style="list-style-type: none"> Continue certification and licensing.
17. <i>Improve Marina and install necessary servicing facilities</i>	<ul style="list-style-type: none"> Completed 	<ul style="list-style-type: none"> Continue to provide necessary servicing facilities.
18. <i>Install refrigerated facility at the airport terminal</i>		<ul style="list-style-type: none"> Establishment of a facility to enhance quality service.
19. <i>Fisheries Extension Project to continue to manage rural fisheries resources</i>	<ul style="list-style-type: none"> Established Village Fisheries Management Plans. Formulated by-laws for the management of inshore areas. 	<ul style="list-style-type: none"> Enforce by-laws for the management of inshore areas.
20. <i>Strengthen the village management and monitoring of farm clams</i>	<ul style="list-style-type: none"> Giant Clam Hatchery Production of giant clam seedlings and tilapia fries. Conducted trainings on farming methods and maintenance of giant clams, tilapia and other bivalves. Conducted restocking programs in reserve areas. 	<ul style="list-style-type: none"> Continue production of giant clams and other bivalves. Continue technology transfer of culturing methods and maintenance.
21. <i>Continue expansion of village coastal conservation area and the selective importation of new species</i>	<ul style="list-style-type: none"> Established more than 57 Marine Protected Areas (MPA). Conducted awareness programs on MPA with respect to resource management. 	<ul style="list-style-type: none"> Continue site selection and bio-diversity assessment of future areas selected for MPA. Promote MPA as tool promoting stock enhancement.
22. <i>Provide market information and access, both for domestic and export markets</i>	<ul style="list-style-type: none"> Livestock Division sold pasteurized milk and yoghurt to establish and find markets for dairy farmers. Conducted cattle auctions. Disseminated market prices to extension outlets for farmers. 	
23. <i>Target livestock development for domestic consumption as well as export</i>	<ul style="list-style-type: none"> Set up Livestock Management and Advisory Committee [LMAC]. Abattoir in pipeline. Set up cattle farmer association and groups. Constructed four stockyards. 	<ul style="list-style-type: none"> The construction of the abattoir will be commenced when funds are available.

STRATEGIES	OUTCOME	WAY FORWARD
VII. Sustainable Tourism Development		
1. Key Targets		
a) increase inbound tourist bed nights by 25%	<ul style="list-style-type: none"> • Bed night figures not collected. Number of visitor arrivals however increased 13% in 2000 relative to the number in 1998 	<ul style="list-style-type: none"> • The establishment of new method of measurements are strongly recommended, i.e. satellite account
b) increase tourist daily expenditure	<ul style="list-style-type: none"> • Daily expenditure figures not updated since last visitor expenditure survey in 1997. 	<ul style="list-style-type: none"> • We need to establish the development of the tourism satellite accounts to further the improvement of expenditure estimates
c) establish a favourable and attractive environment for tourism investment	<ul style="list-style-type: none"> • Tourism Taskforce established by Cabinet to promote favourable climate for tourism investment, facilitate upgrading and expansion of accommodation, identify potential premium sites for development, and to attract in the near-term investment in a quality-room hotel/resort 	<ul style="list-style-type: none"> • The development and marketing initiatives of the Tourism Taskforce needs to be pursued on a long-term basis, therefore to ensure continuity the SVB enabling Act needs to be reviewed and amended to permit assumption of the duties and responsibilities now being carried out by the Task Force on an interim basis
d) promote the establishment of a quality brand name Hotel		
e) increase holiday tourists to 50,000 by 15% pa within the next five years (2000 – 2005)	<ul style="list-style-type: none"> • In the two year period 1998 to 2000, holiday visitors increased 14% to 28,433. SVB considers the 15% pa growth targeted for 2001-2005 period to be unachievable and therefore should be reduced 	<ul style="list-style-type: none"> • There might be a problem concerning the targeted given, so disregard this target as we still awaiting the new targets from SVB
2. MARKETING STRATEGIES		
a) Establish a stronger, more systematic basis for destination marketing by facilitating greater industry coordination and liaison between the SVB, airlines and tourist establishments	<ul style="list-style-type: none"> • Marketing Task Force was established to institutionalize a joint SVB-Industry approach to preparing a national marketing plan covering both public and private sector destination advertising and promotion activities • Third Annual Tourism Convention organized by the Samoa Visitors Association (SVA) was held in April 2000. Theme of the convention as "Windows of Opportunity" which focused on more effective ways of marketing Samoa overseas and the significance of product development • Formation of the Samoa Hotel Association (SHA) and Marine Tourism Operators Association enables better focus for operators in these industry segments to work together to achieve common objectives, and to more effectively communicate their concerns and needs to the government and the general public • Workshops convened by SVB to promote participation of private sector in formulating development objectives and strategies for SES • Tourism Task Force terms of reference include formulating strategies to improve marketing of Samoa • SVB coordinated joint participation of Bureau and industry tourism operators in annual trade shows and road shows. Also jointly hosted trade visits by travel media and agents. Coordinated advertisements (of Samoan companies involved in tourism) in selected magazines in major travel markets 	<ul style="list-style-type: none"> • Joint SVB-Industry Marketing Task Force will be the institutional mechanism for achieving a more systematic, cost-effective approach for promoting Samoa as a distinct South Pacific visitor destination

STRATEGIES	OUTCOME	WAY FORWARD
<p>a) Increase awareness of the destination in long and medium haul markets by creating a strong and distinct destination image and positioning the destination clearly in target markets as a quality, activity-based culture, nature destination i.e. synonymous with eco-leisure</p>	<ul style="list-style-type: none"> Marketing research played greater role in pinpointing the most important characteristics of several key markets segments – marine tourism, NZ holiday market, and the large VFR market, thereby enabling the formulation of more effective marketing campaigns Three market research reports on selected segments of the industry were produced by the SVB in 2000 Close coordination in the programming of jointly conceived marketing objectives and strategies by the Marketing Task Force is expected to produce better results in promoting targeted niche markets with the limited resources available Bureau produced two videos, one fifteen minute video on Samoa as a tourist destination, and another seven minute Fact File video targeted to travel agents. These videos were also screened on selected international television networks Promotional material including posters and brochures were produced by the Bureau to portray the Samoa travel destination image Marketing Task Force was established to institutionalize a joint SVB-Industry approach to preparing a national marketing plan covering both public and private sector destination advertising and promoting activities 	<ul style="list-style-type: none"> Marketing Task Force to formulate distinct visitor destination theme for promoting Samoa in medium and long-haul markets; In compiling the annual National Marketing Plan, market research will be used to a greater degree than in the past to formulate objectives, strategies and activities, thereby enhancing effectiveness in promoting targeted niche markets Market research supporting the National Marketing Plan to be made available to niche market tourism establishments in conjunction with workshops to demonstrate use of research in improving products and establishment returns
<p>b) Improve market research and monitoring</p>	<ul style="list-style-type: none"> Market research reports (2) on Marine Tourism and the NZ Holiday Market were published in April 2000 and distributed to stakeholders Special survey carried out on the impact of Teuila Festival 	<ul style="list-style-type: none"> A special survey was carried out on the impact of Teuila Festival and this will continue in the next SDS for 2002 to 2004
<p>c) More emphasis to be placed on niche marketing to complement the yearly calendar of events</p>	<ul style="list-style-type: none"> Niche markets were actively promoted to visiting media and agents and overseas through representative offices and at trade shows 	<ul style="list-style-type: none"> This is well achieved according to the outcome forward by the SVB. Thus, maintain the consistency of this outcome for the development of Tourism Industry.
<p>d) Encourage and support international tour wholesalers and tour operators to participate in destination familiarisation trips</p>	<ul style="list-style-type: none"> Increased the number of wholesalers, tour operators and retail agents hosted in Samoa to become familiar with the country. There was 60% increase to 16 hosted in 2000 compared with 1999. Ten wholesalers were financially assisted by the Bureau to produce destination brochures and advertisements 	<ul style="list-style-type: none"> Continuity of this outcome is needed to further the development of the industry.
<p>e) Encourage the private sector and government departments to engage in a destination launching by inserting the "SAMOA, THE HEART OF POLYNESIA" campaign in international related advertisements, press releases and public addresses</p>	<ul style="list-style-type: none"> Destination videos and brochures were given to government officials and private operators who were attending overseas and local conferences and seminars 	<ul style="list-style-type: none"> According to the outcome given, the strategy was well covered, so the consistency is strongly recommended for the betterment of the industry
<p>f) Continue the visiting media programme, capitalise on the continuous success of promotional tools such as the "O Samoa" video in the international film arena</p>	<ul style="list-style-type: none"> There were 27 media trips (print, audio, and television/film) hosted in 2000, a 59% increase over 1999. Value of resulting media exposure estimated at about 2.0 million US Dollar 	<ul style="list-style-type: none"> The 59% increase in 2000 of media trips completely justified the improvement of the result or outcome of the strategy and this needs to be consist for certain development of the industry

STRATEGIES	OUTCOME	WAY FORWARD
g) <i>Establish and encourage Internet Marketing as an effective marketing tool and system as well as target the establishment of Samoa's website to be the first entry on all search engines</i>	<ul style="list-style-type: none"> New website established, which has potential to be continually updated from Apia Office, but training of staff needed to enable continuous updating. Website has been connected to all major search engines, and has links to local industry partner sites SVB internet website was redesigned to make it more effective in promoting tourism establishment operators with partnership arrangements with Bureau 	<ul style="list-style-type: none"> Support of this strategy should continue for the maintenance of the industry development With completion of website user training scheduled in 2002, continuous updating of website from Bureau's main office will be accomplished Internet website managed by the SVB will be redesigned to more effectively promote tourism establishment operators, and to enable a more efficient upgrading of the website in response to changing market trends
3. PRODUCT DEVELOPMENT	<ul style="list-style-type: none"> Tourism Task Force established in September 2000 to fast-track upgrading and expansion of tourism accommodation, including attracting investment in a high quality hotel Third Annual Tourism Convention organised by the SVA was held in April 2000. Theme of the convention was "Windows of Opportunity" which focused on more effective ways of marketing Samoa overseas and the significant of the Samoa product development 	<ul style="list-style-type: none"> Due to the results given, there's a need of upgrading and expansion of the existing tourism accommodation as well as the attracting of new investment in high quality hotel. Thus, this will continue in the next SDS document
a) <i>Promote and facilitate the development of quality and market oriented tourism establishments and especially small to medium boutique resorts in identified rural coastal locations</i>	<ul style="list-style-type: none"> Bureau has continued assisting eco-leisure tourism operators through the New Zealand Overseas Development Assistance [NZODA] grants and advisory services program. However there has not generally been a significant improvement in quality and professionalism that the industry would like to see 	<ul style="list-style-type: none"> Promote niche markets that will attract tourists mainly interested in Samoa's natural environment and cultural heritage, thereby promoting sustainable development that is consistent with preserving and protecting Samoa's natural resources and cultural traditions Ensure that any proposed development that is inconsistent with Samoan culture is identified early on, implement provision in SVB Act giving the Bureau the authority to approve or reject all tourism business licenses before they are issued by Inland Revenue, and to this end review and amend SVB Act if AG so advises
b) <i>Promote eco-leisure tourism products that provide added value experiences for tourists and capitalising on Samoa's natural and cultural heritage</i>	<ul style="list-style-type: none"> Much more needs to be done to meet market demand, particularly in the area of accreditation. With respect to accommodation, the SHA has become more pro-active in promoting recognized standards 	<ul style="list-style-type: none"> This will continue on for the next SDS
c) <i>Encourage the improvement and repositioning of accommodation products to correspond with market demand</i>	<ul style="list-style-type: none"> Continued on-going program of Bureau visiting "tourism villages" to present tourism awareness/education materials. These road shows are conducted on a regular basis Tourism-related cultural events are promoted locally and overseas by the Bureau using TV, radio and print media. More formal program for schools should be developed in conjunction with Education Department and church/private schools 	<ul style="list-style-type: none"> Improve tourism awareness at the village, public and private sector levels through strengthening the consultative process between the Bureau, village committees and tourism operators and associations and making greater use of the media
d) <i>Encourage national support for tourism through local awareness programmes</i>	<ul style="list-style-type: none"> Polytechnic has started hospitality program which is being expanded and strengthened. The SVB has consulted with Polytechnic on their program, but advisory linkages including industry participation need to be improved 	<ul style="list-style-type: none"> Improvement of the industry participation
e) <i>Develop human resource skills aimed at improving the quality of tourism and customer related services</i>		

STRATEGIES	OUTCOME	WAY FORWARD
f) <i>Facilitate tourism events which provide quality experiences for special interest tourists</i>	<ul style="list-style-type: none"> Bureau has provided market research results (e.g. marine tourism) to industry, but this kind of support should be expanded and improved. Private industry, through its associations have a more direct role to play in this area, along with DTCl and the Tourism Task Force (or Bureau) in promoting appropriate kinds of investments. 	<ul style="list-style-type: none"> The result seems that the continuity of the function is needed for the sustainable development of the industry.
g) <i>Assist the sustainable development of the tourism sector through monitoring techniques including EIAs for all new tourism development projects</i>	<ul style="list-style-type: none"> The SVB, working with private researcher has designed and implemented Sustainable Tourism Indicator program to be used in monitoring cultural, economic, and environmental impacts of tourism development. More work needs to be done to strengthen this program and utilize results in terms of government follow up action Draft EIA legislation exists but has not been enacted by Parliament, and therefore there is no legal requirement for an EIA for tourism development 	<ul style="list-style-type: none"> The SVB with the support of the Project Advisory Committee and other interested individuals from the business community will fully implement the Sustainable Tourism Impact Indicators Project, ensuring indicator results lead to tangible action projects to improve the sustainability of tourism in Samoa Government to adopt current draft EIA legislation and regulations and implement effective enforcement, including requirement for an EIA for all tourism developments
h) <i>Promote an attractive environment for tourism investment</i>	<ul style="list-style-type: none"> This function has been one of the main focuses of the Tourism Task Force. There is a need to institutionalize this function and in so doing clarify the role of the Bureau 	<ul style="list-style-type: none"> This function should be more aware of in terms of the Bureau's role in promoting the environment for tourism investment
4. RESEARCH AND STATISTICS		
a) <i>Continue to conduct periodic economic impact studies</i>	<ul style="list-style-type: none"> Reporting of ongoing economic statistics including visitor arrival figures by source market and purpose of visit, direct employment in tourism and visitor expenditure data from the CBS. Industry has identified a pressing need for timely indicators of economic impact (e.g. industry contribution to GDP, hotel occupancy data) An economic impact study for tourism sector was completed in 1998 by the Tourism Council of the South Pacific (TCSP) (now South Pacific Tourism Organisation [SPTO]), working with the SVB. Three market research reports were published by the Bureau in 2000, including those on marine tourism, the Samoan VFR market, and the NZ Holiday Market. There is a critical need to do another Visitor Expenditure Survey as the last one was conducted in 1997 	<ul style="list-style-type: none"> Strengthen tourism statistics program to enable effective monitoring of economic impacts Visitor statistics to be reviewed with the objective of providing improved interpretation and a more comprehensive and reliable set of industry performance indicators, including tourism sector direct employment, visitor expenditures, tourism contribution to GDP, room inventory, room occupancy data, and visitor satisfaction feedback
b) <i>Assess the impact of different forms of tourism particularly VFRs, the major category of visitor arrivals to the country</i>	<ul style="list-style-type: none"> This was done, as noted above 	<ul style="list-style-type: none"> The promotion of the VFR market has greatly significant to the development of the industry as well as the economy as a whole.
c) <i>Devise a clearly defined measure of the true tourism earnings in the country for policy and planning purposes and work towards the development of a tourism satellite accounting systems for Samoa</i>	<ul style="list-style-type: none"> Industry has identified the need for a more transparent process for reporting visitor expenditure data, including the meaning and methodology used to estimate expenditures (i.e., gross revenue) Methodology which enables the computation of GDP contribution of visitor expenditures was utilized by the TCSP in 1998, but their survey was judged weak, and the resulting model that was used produced results that have not been widely accepted by government nor the tourism industry. There is a need for government to work towards the development of a tourism satellite accounting systems for Samoa 	<ul style="list-style-type: none"> As suggested in the function and the results, it clearly needs an upgrade method of measuring visitor estimate expenditures, etc such as tourism satellite accounts

STRATEGIES	OUTCOME	WAY FORWARD
VIII. Revitalised Village Economy Review		
1. Social Harmony		
a) Develop a comprehensive Youth Policy to address youth related social and welfare issues	<ul style="list-style-type: none"> Youth policy has addressed some of the emerging social issues faced by the community. Establishment of National Council on Children and the Convention on the Rights of the Child (CRC) which involves 30 Government Ministries and NGOs plus a shadow group of 10 children aged 10-18 years old. 	<ul style="list-style-type: none"> Plans for the development of a National Policy on Children have started to build on already existing policies which address children's issues. For example, the Education Policy and Child Health Policy
b) Strengthen family values, the role of women's groups and Faa Samoa in maintaining stability in society and in addressing emerging social problems	<ul style="list-style-type: none"> Media promotions actively affirms the traditional status, value and roles of women in Samoa. Community Development Services that incorporate skills, family values, cultural preservation and health related issues. National Forum for Women on Family and the Culture of Peace as a contribution to societal stability and family harmony. Coordinated National Forums for Children on the CRC since 1999; to further allow the children to revisit family, cultural and religious values that the CRC is built on. 	<ul style="list-style-type: none"> Continue this approach which the Ministry of Womens Affairs had pioneered with good positive impact. Continue utilising the traditional status and roles of women as entry points for dialogue and discussions on women development activities.
c) Develop model village concept as demonstration for effectiveness of measures to address social issues		<ul style="list-style-type: none"> To be developed SDS 2002-2004 period
IX. Supporting Priorities – Infrastructure		
1. Power		
a) Commence ISP for EPC	<ul style="list-style-type: none"> EPC has completed its Corporate Plan for 2000-2002. A business plan has also been formulated for the corporation. A review of the current organisation structure has been completed. 	<ul style="list-style-type: none"> EPC will fully utilise their Corporate and Business Plan as a guide of action.
b) Introduce more commercial approach to management and customer relations	<ul style="list-style-type: none"> Ongoing reviews of management practices and procedures. 	<ul style="list-style-type: none"> Establishment of a new section in the corporation that deals directly with customer services issues. Accounts division is currently look in to a sustainable billing system
c) Improve financial viability through improved cost recovery measures	<ul style="list-style-type: none"> Examination of costs structures and implementation of costing programmes Revised procurement policy Enhancing budgetary controls Cash Power System being approved by cabinet and commenced. – Introduce automatic fuel price adjustments in tariff structure 	<ul style="list-style-type: none"> The systems will be closely monitored to ensure its efficiency in self-financing the Corporations operation.
d) Augment the Afulilo Hydro-power scheme	<ul style="list-style-type: none"> Negotiations currently under-way with ADB regarding funding. Consultations with Tiavea Village regarding use of land for proposed diversion canal has already taken place. EPC have provided required information for ADB and are awaiting their review. 	<ul style="list-style-type: none"> Afulilo augmentation will be commenced in the next SDS period

STRATEGIES	OUTCOME	WAY FORWARD
e) Add/replace diesel generators	<ul style="list-style-type: none"> Two second hand generators (900 kilo Vaults each) were installed at Salelologa Power Station in January 2001 New 4.2 Mega Watts generator already installed at Tanugamanono in 2001 installation of new switchgear to replace the deteriorating switchgear at Tanugamanono in August 2001 	<ul style="list-style-type: none"> Ensure adequate generating capacity is available to cater for the increase in demand in both Upolu and Savaii
f) Continue discussions for the hydro-power scheme at Sili	<ul style="list-style-type: none"> Negotiations are still in progress 	<ul style="list-style-type: none"> Negotiations with the village of Sili is continuing
g) Assess viability of Manono submarine cable	<ul style="list-style-type: none"> A Japanese Mission visited in March 2001 to undertake the feasibility of using renewable energy sources for power generation in conjunctions with the installation of a submarine cable from Upolu to Manono island. 	<ul style="list-style-type: none"> Awaiting the full report from Japanese mission and any design and construction would basically be based on recommendations.
2. Water Supply		
a) Complete Apia Water Supply Improvement Project	<ul style="list-style-type: none"> Water metering has re-commenced SWA is currently working on improving service via chlorination and metering 	<ul style="list-style-type: none"> Installation of water meters will be continue Chlorination program will be continue to cover all other water catchment areas.
b) Commence EU funded Rural Water Supply Project for Savai'i and NW Upolu	<ul style="list-style-type: none"> NW Upolu works have started SWA has imposed under its EU project the building of storage tanks in five areas that have very little supply of water. 	<ul style="list-style-type: none"> The project will moved to Savaii next year covering Vailoa Palauli to Faasaleleaga
c) Improve management and commercial approach to service delivery by SWA	<ul style="list-style-type: none"> Water Authority implementing its corporate plan SWA have implemented a user pay system to control wastage of water SWA has changed its billing system into different areas at different periods of time (zoning). There is no intention to change this system earlier because the cost involved is too high. Salelologa for example, SWA is also using some other strategies to overcome this problem. (Salelologa is currently rationing water with Tafua, i.e. Salelologa tap to run during day time while Tafua at night time) 	
d) Continue ISP	<ul style="list-style-type: none"> Institutional Strengthening being on its second phase. 	
e) Strengthen public awareness programmes	<ul style="list-style-type: none"> A joint effort by the SWA and DLSE in producing awareness programmes on television, radio and newspapers of the importance of water has been televised and telecast for a period of time. These programmes will be continued. Officers have also been recruited to assist in negotiation programmes with villages and the public regarding the project 	<ul style="list-style-type: none"> Continue on with other awareness program on the quality of water
3. Communications		
a) Complete development of Telecommunications Sector Policy and commence implementation of: <ul style="list-style-type: none"> minimum service standards; improved access to services in rural areas; and improved interconnections to global network 	<ul style="list-style-type: none"> SCL policies that would affect overall communications in Samoa have been developed and many other are under considerations a start has been made at defining what quantities are to be measured and work out how these quantities will be measured. identify villages with limited or no communication services have provided diversity to the global network by enabling 2 access paths and this has increased capacity substantially 	<ul style="list-style-type: none"> The future program will develop SCL policies that will financially viable while also be consistent with government policies Install technologies appropriate for the communication services expected in each village. Upgrade the signalling system used on the links. Investigate alternative access opportunities and delivery methods that will enable a reduced cost of service provision
b) Establish regulatory framework for the sector	<ul style="list-style-type: none"> Assisted the development of that framework 	<ul style="list-style-type: none"> Continue to provide input as required for the formulation of the Telecommunication policy

STRATEGIES	OUTCOME	WAY FORWARD
c) Upgrade domestic and international links	<ul style="list-style-type: none"> Works to increase capacity on the national and international links has commenced and provide reduced costs on some links Replace ageing components to improve quality and reliability SCL under its infrastructure project is hoping to resolve the problem of limited number of lines (Fibre Optic Project) 	<ul style="list-style-type: none"> Investigate wide band delivery system
d) Expand coverage of Mobile Phone area	<ul style="list-style-type: none"> SCL has approached Telecommunication Samoa Cellular Limited [TSCL] with the offer of cooperation at providing facilities to improve the coverage 	<ul style="list-style-type: none"> SCL to consider offering a competitive option in this area.
e) Expand internet service access	<ul style="list-style-type: none"> Have completed increasing international access fourfold and there is spare capacity at present Have considered ways of improving both delivery to the ISP's and the simplification of billing 	<ul style="list-style-type: none"> Looking at ways of billing and measuring the traffic to provide incentives to optimise overall usage. Develop a national equalised cost model to give a universal charge for access anywhere in Samoa
f) Improve management and financial performance of SCL	<ul style="list-style-type: none"> New Chief Officer in-place. New Chief Executive Officer appointment immanent Developing accounting practices consistent with international business practices Development of the requirements for job costing Develop easier and more meaningful revenue and cost streams 	<ul style="list-style-type: none"> Implement a new revenue system Define unprofitable services Define social services and their financial effect on the company
4. Road Transport		
a) Complete upgrading of roads at Fagaloa, Sauano and Saletele and Lemafa pass to Taelefaga	<ul style="list-style-type: none"> Roads at Sauano Saletele have been completed. Roads between Sauano/Saletele and Taelefaga is not schedule for any upgrading within the next five years Preliminary work on the construction of Safotu, Sopoaga, Patamea and Ologogo roads and the road between Falelatai and Lefaga work has also commenced. Tar sealing of the road between Lalomanu and Salani has been completed 	<ul style="list-style-type: none"> Roads from Lemafa and Taelefaga will be covered under a feasibility study to be completed by 2003
b) Replace/upgrade bridges at Sopoaga, Tuafefu, Lelata, Falevao and Salei'a	<ul style="list-style-type: none"> Construction Tua'efu and Lelata bridges have been completed Design and documentation for Salei'a and Falevao bridges presently at Tender. Design scheduled for completion by December 2001 	<ul style="list-style-type: none"> Construction of Falevao and Saleia bridges scheduled for completion in August 2002 Design and documentation for Falefa and Fagalii bridges to go to Tender before the end of 2001, and scheduled for completion March 2002 with construction completion by December 2002
c) Complete urban road improvements	<ul style="list-style-type: none"> Beach Road and Convent Street – Design for improved pedestrian facilities now completed. Require clearing by World Bank. Works scheduled to start early October 2001. Fugalei and Lelata Streets – Documents calling for design proposals now completed. Designs scheduled for completion by end of January 2002, with construction completed by October 2002. 	
d) Improve road maintenance allocations	<ul style="list-style-type: none"> The new Asset Management System being developed under the Public Works Institutional Reform Asset Management Systems [PIRAMS] sub-project, will enable better, more effective and relevant forward programming of infrastructure maintenance works. 	<ul style="list-style-type: none"> Continuing use and refinement of asset management system and staff skilling enhancement

STRATEGIES	OUTCOME	WAY FORWARD
e) <i>Complete coastal protection on roads in Upolu and Savaii</i>	<ul style="list-style-type: none"> Some sections of coast will be given improved protection under the IAMP, and at this stage, the following locations have been identified and prioritised: <ul style="list-style-type: none"> Manono-uta Satui Fasito'o-uta PWD has undertaken additional protective works at Faleasiu and Saleimoa from its own budget. The IAMP will also provide for protective works at Mulinu'u (to complete the Apia Harbour wall). Additional candidates are being identified for inclusion in the IAMP. The Coastal Infrastructure Management Plans will identify candidates also. 	<ul style="list-style-type: none"> These coastal works should be under way by early 2002 and completed within 12 months
f) <i>Improve road safety</i>	<ul style="list-style-type: none"> The rehabilitation of the West Coast Road (Fugalei to Mulifanua Wharf entrance), is included in the IAMP and the request for proposal for design and documentation is near completion. Traffic-calming facilities have been put in place. This will be a major contribution, along with the improved facilities along Beach Road, Convent Street, Lelata Street. And Fugalei Street, to improving road safety. The IAMP is also providing the Transport Control Board with specialist consultancy services for improving road safety, education, motor vehicle certification and relevant legislative review. A set of digital wheel-load pad scales will also be provided under the project, which will enable closer control over illegal/unsafe vehicle loading etc. 	<ul style="list-style-type: none"> Road Safety regulations will be re-enforced
5. Marine Transport		
a) <i>Expand the Apia Port</i>	<ul style="list-style-type: none"> completed studies – implementation to commence second half 2001 <ul style="list-style-type: none"> Tenders in Japan July 2001 Construction Contract Aug 2001 Mobilization October/November 2001 	<ul style="list-style-type: none"> Completion of this work is scheduled on July 2003
b) <i>Construct a yacht and fishing vessel marina</i>	<ul style="list-style-type: none"> Marina is at its Planning Stage Open for Investors to Plan, Build and Operate 	<ul style="list-style-type: none"> Construction of a Marina is awaiting the Chinese for the fund
c) <i>Shipping Corporation to acquire new vessel to replace Tausala Salafai</i>	<p>The Vessel Replacement project had been approved by the CDC in December 2000.</p> <ul style="list-style-type: none"> New vessels have been acquired during the period <ul style="list-style-type: none"> Samoa Express Forum Samoa II Atafa 	
d) <i>Shipping Services to participate in joint venture to acquire new vessel to replace Forum Samoa</i>	<ul style="list-style-type: none"> Forum Samoa II is in country 	
6. Civil Aviation		
a) <i>Complete extension and resurfacing of Faleolo runway</i>	<ul style="list-style-type: none"> Extension and the resurfacing of the International Airport at Faleolo has been completed 	<ul style="list-style-type: none"> Work is needed in improving security facilities at Faleolo International Airport
b) <i>Polynesian Airlines to purchase an additional long-range aircraft</i>	<ul style="list-style-type: none"> Two aircrafts have been purchased 	

STRATEGIES	OUTCOME	WAY FORWARD
7. Environment		
a) Approve Policy Statements for: - Land Use - Water - Population - Waste Management	<ul style="list-style-type: none"> • Policies have been revised taking into account relevant elements of Government Policies and priorities, and direct linkages to the Department's Corporate Plan. These are <ul style="list-style-type: none"> – Population and Sustainable Development – National Waste Management Policy – National Land Use Policy – National Water Resource Policy 	<ul style="list-style-type: none"> • Policies have been submitted to Cabinet for approval
b) Prepare Draft Policy Statements for: - Biodiversity - Climate Change - Marine Resources	<ul style="list-style-type: none"> • Coastal Resources policy to be based on approved Coastal Infrastructure Management Strategy [CIMS] • Final stages of the following Policies <ul style="list-style-type: none"> - Biodiversity - Climate Change - Protection of the Atmosphere NB: Marine resources now incorporated under the Biodiversity Policy	
c) Complete review of exiting Forestry Policy	<ul style="list-style-type: none"> • DLSE is reviewing the Forest Policy to maintain consistency with other Environment policies and will be submitted to Cabinet by the end of this year. • Drafting of Re-forestation Policy in progress 	<ul style="list-style-type: none"> • This will be submitted to Cabinet before the end of 2001
d) Commence Integrated Urban Development Project for Apia	<ul style="list-style-type: none"> • Urban Planning component now commencing 	<ul style="list-style-type: none"> • A draft report have been discussed and will be finalised before the end of 2001
e) Continue Environmental awareness programmes	<ul style="list-style-type: none"> • Media programs (radio, TV, newspapers) on-going • Presentations at schools and other interested groups • Printed materials have been distributed to various levels of the community • DEC library open to students and interested people 	<ul style="list-style-type: none"> • More printed materials will be disseminated to schools and the public. • More media programs • Library use for students
f) Establish new conservation areas	<ul style="list-style-type: none"> • New Parks and Reserves established in Apia urban, Vaimoso, Vaigaga, Vaitele East and West, Fagalii, Maagiagi and Botanical garden at Fuluasou. Also forest reserve at Vailele Head of State compound • Develop MPAs at Aleipata and Safata districts • Recruitment of Natural Resources Economist 	<ul style="list-style-type: none"> • Maintenance of Parks and Reserves/Botanical garden • Identify other possible sites for Parks and Reserves • Undertake economic evaluation of environmental resources
8. Women		
a) Policy for Women approved and strategies under implementation	<ul style="list-style-type: none"> • National Policy on Women of Samoa is expected to be approved by Cabinet by the end of this month 	<ul style="list-style-type: none"> • Develop National Plan of Action for Women's policy that will facilitate the contributions of the different women's groups and Women NGOS in the developments
b) Promotion of the women's changing roles in national development	<ul style="list-style-type: none"> • Multi media advocacy and training 	<ul style="list-style-type: none"> • Encourage women's participation in seminars and workshops