



# PATHWAY FOR THE DEVELOPMENT OF SAMOA

FY2021/22 - FY2025/26

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# With Compliments of the Ministry of Finance



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# Information on Samoa



**History:** Germany, the United States, and Great Britain expanded their influence on the Samoan island groups in the 1840s. However, with the outbreak of World War I, New Zealand took over the occupation of Samoa. In 1953, preparations started for the transition to independence. That was finally obtained in January 1962, making Samoa the first South Pacific Island Nation to attain independence.



**Government:** Samoa is a Parliamentary democracy where the Parliament is elected through universal suffrage every five years. The Prime Minister and Cabinet manage the day-to-day affairs of the country. It has a unicameral Legislative Assembly consisting of 51 members, with an additional female candidate if the constitutional provision of at least 10 percent of seats to be held by women is not met. The members are all 'matai' (chiefly titleholders) and elected by citizens aged 21 years and over. The Prime Minister selects 12 other parliamentarians to form a Cabinet. General elections are held every five years. The Fa'atuatua I le Atua Samoa Ua Tasi (FAST) led by Samoa's first female Prime Minister is the current ruling party after winning the 2021 General Election.

**Constitution:** Established in 1960, the Constitution blends traditional and democratic institutions and processes and recognizes the separation of powers between the Legislature, Judiciary and Executive.

**Legal system:** Samoa has a Westminster legal system based on the English legal system as adopted by many of the Commonwealth countries.

**Official languages:** Samoan and English.

**Judiciary:** Samoa's court system consists of the Appeal Court, Supreme Court and District Court. The Appeal Court is made up of both local and overseas judges and sits about three times a year or more depending on the number of appeal cases. There is a Land and Titles Court that deals with customary land and 'matai' (chief) titles.

**Land area:** 1,100 sq. miles (2,830 sq. km.) made up of the four main islands including Upolu, Savai'i, Manono and Apolima, and five small islands.

**Population:** Estimated 195,979 in Samoa (Census 2016).

**Gross Domestic Product (GDP):** Nominal GDP SAT\$2.0 Billion (FY2020/21).

Real GDP SAT\$1.9 Billion (FY2020/21).

**GDP composition:** Primary sector 10.1%, Secondary sector 14.4%, Tertiary sector 75.5% (FY2020/21).

**GDP per capita:** SAT\$10,188; USD\$3,822 (FY2020/21).

**Remittances:** About 29.9% of GDP (FY2020/21).





## Message



It is a great pleasure to present the first Pathway for the Development of Samoa (PDS), introduced by our new Government for the period, FY2021/22 – FY2025/26. The Pathway has been developed from the people's vision of **“Fostering social harmony, safety, and freedom for all”**.

We are striving through unprecedented times due to the global COVID-19 pandemic and ongoing climate change that continues to threaten our environment. These challenges have raised our commitment to empower our communities so that they can better cope with such disruptions and threats to our well-being and prosperity. Our decision to prioritise human development in FY2021/22 - FY2025/26 is recognition of the need to address the critical social issues that have marred our socio-economic development over the past 20 years.

Our aspiration is to nurture growth that benefits all of our people. We will widen community participation so that we can build community prosperity, enhance security, and protect our people and the environment. For this to happen, we must build resilience, diversify green development, stimulate innovation and encourage socialization. We must also minimise adverse interventions that might threaten the achievement of our Vision.

The Pathway has five (5) Key Strategic Outcomes (KSO) comprising: improved social development; diversified and sustainable economy; security and trusted governance; secured environment and climate change; and structured public works and infrastructure. Our pursuit of enhanced human development – an ambition that crosscuts the five KSOs - will overcome hardship for the poor and vulnerable people. We will enable them to access opportunities so that they will reach their full potential and enjoy a better quality of life.

Our actions will be guided by a commitment to:

1. Foster a just, more sustainable and peaceful future; one that is based on our shared values of fairness, respect, inclusiveness, and responsibility, both for each other and our natural resources.
2. Support measures that reflect local needs and opportunities, and which enhance our national resilience.
3. Safeguard the rule of law and uphold human rights and fundamental freedoms.
4. Promote and protect our institutions of law and governance, ensuring that they are fit for purpose and are accountable to all those who live in Samoa.
5. Grow a diversified economy that is sustainable and resilient to global, national and local pressures.

We would like to acknowledge the important contribution of the people of Samoa to the development of this Pathway through their views during our consultations that covered all districts, as well as consultations with all sectors, private sector and stakeholders of Government. What we can achieve together surpasses what the Government can do alone. We encourage our people to share our responsibilities and play your part during the timeframe of this Pathway. By working together, we can unlock solutions, accelerate action, and create a more inclusive, resilient, and prosperous Samoa.

I commend this planning document to our communities, private sector, stakeholders and to all our development partners.

**Honourable Mulipola Anarosa Ale-Molio'o**

MINISTER OF FINANCE





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# Vision and Theme



**Vision**  
“Fostering social harmony, safety, and freedom for all”

**Theme**  
“Empowering communities, building resilience, and inspiring growth”







# Key Strategic Outcome 1: Improved Social Development

**Statement:** The Government will seek to provide all Samoans with equal access to affordable social services and livelihood/job opportunities.

To achieve the Key Strategic Outcome 1, the Government will focus on five (5) Priority Areas.

<p><b>Key Priority Area 1: Alleviating Hardship</b></p> <p><i>Aspiration: That all persons are entitled to a peaceful and satisfying living environment.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Hardship and poverty amongst families alleviated</li> <li>• Resilience in managing social issues enhanced</li> </ul>
<p><b>Key Priority Area 2: Improved Public Health</b></p> <p><i>Aspiration: That all persons receive quality health care services.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Health care services and facilities improved</li> <li>• Prevalence of Non-Communicable Diseases and infectious diseases reduced</li> <li>• Life expectancy increased</li> </ul>
<p><b>Key Priority Area 3: Quality Education</b></p> <p><i>Aspiration: That all persons access equal opportunities to learning and development.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Affordable access to quality education at any level is available</li> <li>• High academic standards and results achieved at all levels</li> <li>• Education, training, and programs relevance enhanced and diversified</li> </ul>
<p><b>Key Priority Area 4: People Empowerment</b></p> <p><i>Aspiration: That all persons have adequate skills to perform tasks and ongoing development of their talents.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Improved access to opportunities for all especially women and youth</li> <li>• Strengthened spiritual, cultural and leadership development for all</li> </ul>
<p><b>Key Priority Area 5: Skilled Workforce</b></p> <p><i>Aspiration: To ensure there is an adequate pool of skilled workers available to perform work for all sectors.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Improved efficiency and high standard of service delivery in all sectors</li> <li>• A trusted, capable, and skilled workforce in place</li> </ul>



## Introduction to Key Strategic Outcome 1

The Government of Samoa is firmly committed to the advancement of human development. Therefore, its policies, resources and actions are focused on people: on ensuring that those living in Samoa have a long, healthy and fulfilling life. That means building capacities, expanding opportunities, and reducing vulnerabilities so that everyone has a decent standard of living, has a reasonable chance to pursue the life they desire, and can enjoy a peaceful and satisfying living environment.

The COVID-19 pandemic has exposed the hardship and poverty endured by many members of our community. In these times of uncertainty, the Government remains committed to a just, sustainable and peaceful future for current and future generations. Therefore, the Government will continue to safeguard the most vulnerable, for example by strengthening social services, combatting violence against women and girls, and extending support to persons with disabilities (see Key Priority Area 1). More broadly, the PDS reflects the Government's pursuit of an environment in which all people, households, and communities can achieve their full potential. That means ensuring that everyone benefits from quality health care services and high standards of patient care (see Key Priority Area 2). It also requires that everyone can participate in a high-quality education system that provides equal access to learning and development (see Key Priority Area 3). People empowerment is of central importance to human development, social harmony and shared prosperity in Samoa (see Key Priority Area 4), and these ambitions can be realised with a highly educated and skilled workforce (see Key Priority Area 5).

## Key Priority Area 1: Alleviating Hardship



### Expected Outcomes

- Hardship and poverty amongst families alleviated
- Resilience in managing social issues enhanced

While Samoa has made significant progress in its human development in recent years, some individuals and households have been left behind, unable to secure benefit from the country's economic growth. Many have found themselves facing new hardships as the effects of the measles epidemic of November 2019 and then the COVID-19 pandemic have rippled

through the labour market and society. Some have found themselves in deeper poverty and even more exposed to shocks.

The Government is committed to maintaining and enhancing social well-being. Therefore, it will prioritise equitable access to services and opportunities for those in hardship and poverty, particularly the elderly and persons with disabilities. In addition, the Government will also commit to improve crime prevention and management to ensure the safety of all who live in our communities. Specific focus will be placed on the protection and well-being of children, women, survivors of domestic violence and those considered as most vulnerable. In addition, measures will be taken to better ensure that people have access to affordable basic needs and in ways that respect their dignity and rights. That will necessitate the development and implementation of a supportive policy framework and an expansion to the coverage of affordable and sustainable social protection measures.



## Key Priority Area 2: Improved Public Health

### Expected Outcomes

- Health care services and facilities improved
- Prevalence of Non-Communicable Diseases and infectious diseases reduced
- Life expectancy increased

The nation's response to the measles outbreak and effective protective measures to the ongoing COVID-19 pandemic highlighted the progress made in policy, planning and service delivery in recent years, while exposing those areas of the health sector that require further policy and community-focused intervention.

The Government is committed to ensuring that all

people can access high-quality health care and that protocols on patient care services are enforced. Continued emphasis will be placed on reducing infant mortality rates, increasing life expectancy, and promoting healthy living. Through the Health Sector Plan, the Non-Communicable Diseases (NCD) Policy will be rigorously pursued, supported, and implemented in partnership with communities and others so that there is greater awareness and promotion of healthy living. Measures to combat the incidence and spread of Communicable Diseases (CDs) and Neglected Tropical Diseases will increase, as will vaccination efforts across the country.

The Government is committed to having a policy framework that can effectively plan, manage and maintain health care services and facilities. From an operational perspective, the health sector will make further investments in Health Information Systems to increase the efficiency of services and support improvements in managing the procurement and dispensary of all medical supplies. Measures to improve healthcare services will be underpinned by investments in the development of skills and competencies, accreditation, and career pathways for key medical and clinical staff. This includes those staff working in special care services for the elderly and people with disabilities. The commitment to raise the ratio of doctors and nurses per patient remains. The geographic distribution of healthcare workers, sustainable infrastructure and equipment, and the availability of medicine and medical consumables will improve. The capability of Village Health Centres will be strengthened to support the district hospitals.

## Key Priority Area 3: Quality Education

Education remains a key driver of national economic prosperity. It also offers the means of combatting inequalities and helping people to realise their full potential. While school participation rates are high, there remains a need to improve learning outcomes, extend the mean years of schooling, and close the gaps between girls and boys. Moreover, the recent measles outbreak and global COVID-19 pandemic

affected school attendance, highlighting the need for innovative practice and technological solutions (including improved internet connectivity) to ensure uninterrupted access to high-quality education for all. The Government is committed to removing barriers to both access and high-quality teaching and learning through the promotion of inclusive education. It is also committed to the continuation of the One

### Expected Outcomes

- Affordable access to quality education at any level increased
- High academic standards and results achieved at all levels
- Education, training, and programs relevance enhanced and diversified

Government Grant (OGG) - which aims to facilitate affordable access to key resources and assist with administrative and operational costs. Continued emphasis will be placed on developing and raising literacy and numeracy skills, enhancing Early Childhood Education (ECE), and facilitating smoother transitions to the job market. The Government will improve teachers' qualifications and the quality of teaching practice, and ensure that school curricula and syllabi are kept in line with needs and good practice. In addition, the Government will develop and apply a coherent policy framework that promotes effective partnerships between education providers.

The Government will take action to improve the relevance of Post School Education and Training (PSET) and Technical and Vocational Education and Training (TVET), through close consultation and collaboration with learning institutions, the private sector, and the community. This should close the gap between the knowledge and skills generated by the sector and those required in the labour market, so improving the employability of Samoa's graduates both locally and internationally. Specific attention will be given to ensuring appropriate expertise – including engineering and trades – to support public works, as well as to the development of research, science and innovation. Accreditation for all Samoa's TVET providers will be actively pursued during the medium term to raise the quality of Samoa's qualifications within the region and support labour mobility, particularly in speciality areas linked to overseas job markets.

Measures will be taken to establish partnerships and initiatives that enhance the role of sports and creative arts as a sustainable career option and source of employment. Government resources will support administrative functions and relevant facilities, and potential markets and opportunities in these fields

## Key Priority Area 4: People Empowerment



### Expected Outcomes

- Improved access to opportunities for all especially women and youth
- Strengthened spiritual, cultural and leadership development for all

Community empowerment facilitates social harmony and inclusion by enhancing spiritual well-being, gender equality and consideration for the country's most vulnerable. It also correlates positively with growth and the alleviation of hardship.

The Government will create an environment in which people have access to social, economic and political opportunities to be productive and the means to protect themselves against shocks. Specifically, it will seek to increase their freedom of choice to make effective decisions that will translate into desirable life-changing actions and outcomes for themselves.

The Government will work with and through communities and local structures to extend opportunities and pursue greater self-sufficiency, expand the richness of Samoa's unique cultural and traditional structure, and ultimately secure social harmony. The Government is dedicated to preserving our cultural heritage and will revive and continue the practice of our "Tu, Aganu'u ma Agaifanua fa'a-Samoa." Emphasis will be placed on working in partnership with the National Women's Council and the National Youth Council to ensure and expand the relevance and quality of targeted programmes. Focus will also be placed on multi-skill programs at the community level.



## Key Priority Area 5: Skilled Workforce



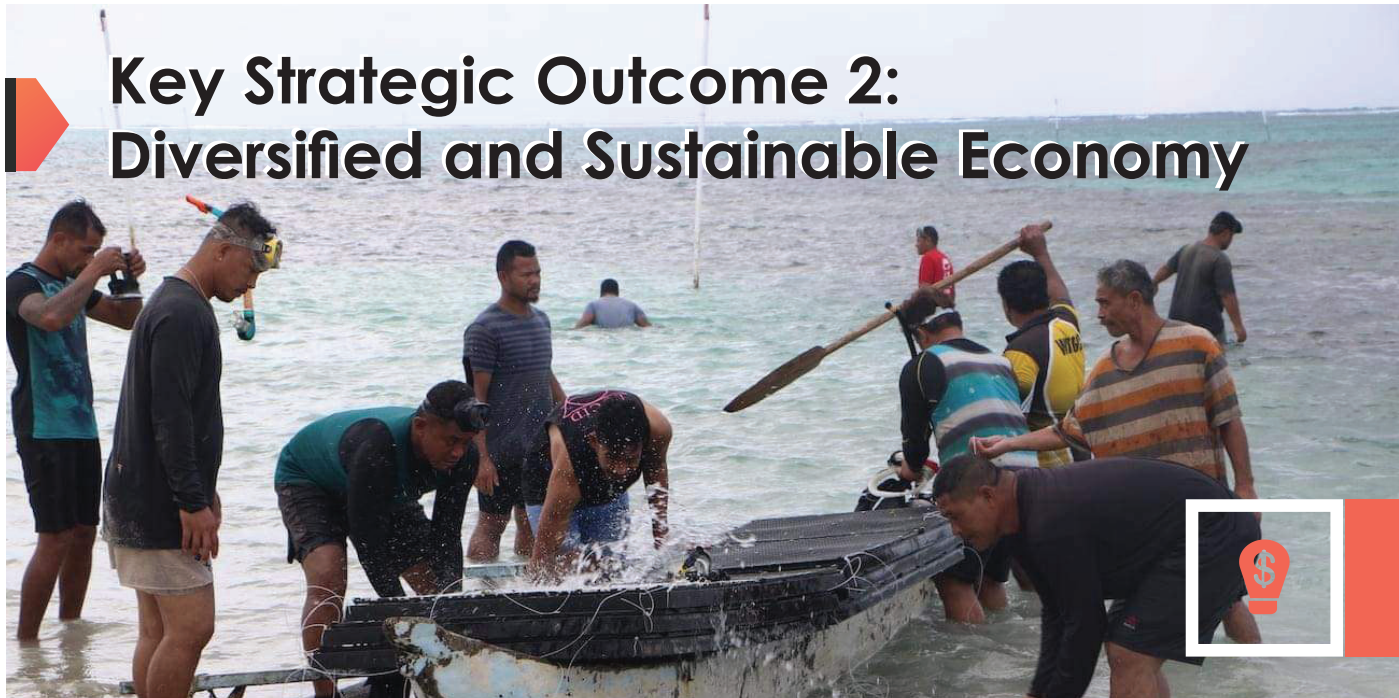
### Expected Outcomes

- Improved efficiency and high standard of service delivery in all sectors
- A trusted, capable, and skilled workforce in place

Work drives a sense of purpose, improves well-being, and creates opportunities for current and future generations. The quality and stability of work also matters to the nation because Samoa's shared prosperity depends, in part, on the vibrancy and capabilities of its workforce. For this reason, the Government will take measures to enhance

the management of the public sector's human resources and build the knowledge and skills of those working there. Strategic recruitment and human resource management practices within the public service will ensure that graduates are better placed within the administration, enhancing public sector performance. In effect, this will mean that the Government better supports the private sector, so allowing businesses to expand and absorb Samoa's graduates within the workforce. In line with these aspirations, measures will be taken to build the knowledge and skills of those working in the public sector, with specific attention given to targeting capacity gaps.

The Government is equally committed to the well-being and development of those working beyond the public sector, with the national workforce plan and a rejuvenated economy expected to generate employment opportunities across the community. As such, the Government will introduce and implement a national workforce plan and ensure that the country has the legislation required for all workers to feel secure, safe, represented and fairly remunerated: a pledge that is consistent with the Government's wider commitment to ensure that people are not discriminated against or excluded, and feel safe at home, in the workplace and in their communities.



# Key Strategic Outcome 2: Diversified and Sustainable Economy

**Statement: The Government will diversify economic development and improve access to equal economic opportunities for all, and for the benefit of individuals, households, communities and the nation.**

To achieve the Key Strategic Outcome 2, the Government will focus on six (6) Priority Areas.

<p><b>Key Priority Area 6: Community Development</b></p> <p><i>Aspiration: To advance development of communities such that they provide regular economic support for individuals and families.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Good governance and management practices strengthened; income generation and employment opportunities in communities increased</li> <li>• Resilience and capability to operate essential services within each district encouraged and stimulated</li> </ul>
<p><b>Key Priority Area 7: Agriculture, Fisheries and Aquaculture Productivity</b></p> <p><i>Aspiration: To ensure that there is adequate supply of produce for food security and sustainable economic activities to support families.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Improved access to support and increased productivity for all farmers and fishers</li> <li>• Adequate supply of agricultural produce for food security and income generation</li> <li>• Processing plants established to convert agricultural crops produced nationally</li> </ul>
<p><b>Key Priority Area 8: Tourism Revitalisation</b></p> <p><i>Aspiration: To revitalize the tourism industry and increase support for families and community initiatives</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Increased social and economic benefits from diversified tourist attractions/activities across communities (including eco-tourism, cultural and historical sites)</li> <li>• Marketing strategies strengthened and professional service delivery improved</li> </ul>
<p><b>Key Priority Area 9: Business Innovation &amp; Growth</b></p> <p><i>Aspiration: To innovate ways for business growth particularly in the micro, small and medium enterprises and the manufacturing sector.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Improved efficiency, increased income and employment with potential foreign exchange earnings</li> <li>• Increased opportunities for new businesses</li> </ul>
<p><b>Key Priority Area 10: Increased Labour Mobility</b></p> <p><i>Aspiration: To expand international labour market opportunities for those living in Samoa in a sensible and manageable way.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Deployments in Labour Mobility Schemes increased</li> <li>• Market strategies broadened to expand labour mobility schemes</li> <li>• Samoa's professional workers' footprint in the Pacific region increased</li> </ul>
<p><b>Key Priority Area 11: Macroeconomic Stability</b></p> <p><i>Aspiration: To ensure resilient and sustainable economic growth.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Economic performance improved</li> <li>• External position sustained</li> </ul>



## Introduction to Key Strategic Outcome 2

Like all Small Island Developing States, Samoa faces a unique set of vulnerabilities that creates challenges to its pursuit of a sustainable economy and shared prosperity. Structural factors, including its size, geographical remoteness, and exposure to climate risks and natural disasters, affect economic potentials and opportunities. The COVID-19 pandemic exacerbated those vulnerabilities. As a country, we must now recover from the shocks of the last two years, rebuild our economy, and enhance our economic resilience. The Government is committed to improving the day-to-day outlook of those who live in Samoa. Therefore, the Government will introduce measures that focus on community development, ensuring that everyone in our society, including women and youths, has the necessary skills, opportunity and support to secure a viable and responsible livelihood. In keeping with our commitment to leave no-one behind and nurture social harmony, the Government will actively support communities and districts to increase income generation and employment opportunities across the country: Upolu, Savaii, Manono and Apolima (see Key Priority Area 6).

The Government is committed to nurturing the right kind of economic recovery. We wish to see a sustainable economy; one that drives human development and enables shared prosperity, and in ways that are responsible to our future generations. For this reason, the Government will prioritise pathways to resilient and inclusive growth. Specific attention will be given to connecting local farmers and fishers with national and international markets, so better ensuring adequate supply of produce for food security and economic opportunities along the value chain (see Key Priority Area 7). More broadly, the Government is committed to supporting business innovation and growth (see Key Priority Area 9), facilitating a timely recovery within the tourism sector (see Key Priority Area 8), as well as overcoming the challenges that are currently faced in expanding opportunities for Labour Mobility (see Key Priority Area 10).

The Government is committed to nurturing a rapid return to economic stability and growth. As the Samoan economy grows, the Government is better placed to invest in public goods and services, including social protection, healthcare, education and core infrastructure. However, such investments require a stabilised and resilient macroeconomic framework that allows the public administration, businesses, communities and households to plan with confidence. Therefore, at a macro-fiscal level, the Government will continue to make improvements to public finance management, debt sustainability and fiscal consolidation, while building adequate fiscal space for the 'rainy days' of tomorrow (see Key Priority Area 11).

## Key Priority Area 6: Community Development

It is critically important that we build the capability of our people - including women and youth - so that they are equipped and prepared to take care of their families and communities. Therefore, the Government will work in close partnership with a range of bodies, including District Councils and civil society partners, to achieve the outcomes described in the PDS. Throughout, emphasis will be placed on strengthening governance and management practices and cementing inclusive

### Expected Outcomes

- Good governance and management practices strengthened; income generation and employment opportunities in communities increased
- Resilience and capability to operate essential services with in each district encouraged and stimulated

and participatory decision-making processes.

The District Development Planning program will be strengthened within the medium term, including by drawing on the priorities in the Community Integrated Management (CIM) plans, and serve as the vehicle to drive national to community level priorities. When coupled with sound district planning, effective partnerships with key civil society partners - the Sui Tama'ita'i o Nu'u (STN), Sui o Nu'u (SN), and Sui o le Mālo, the business community, Environmental Organisations and others - will allow our people to take advantage of economic opportunities, drawing on identified activities in the CIM plans to become more resilient to the impacts of climate change and disasters. The Government's partnerships with District Councils, Environmental Organisations and others will ensure that we will continue to strengthen preparedness, resilience and disaster response mechanisms.

## Key Priority Area 7: Agriculture, Fisheries and Aquaculture Productivity

### Expected Outcomes

- Improved access to support and increased productivity for all farmers and fishers
- Adequate supply of agricultural produce for food security and income generation
- Processing plants established to convert agricultural crops produced nationally

A vibrant and sustainable agriculture, fisheries and aquaculture sector creates employment, improves food security, and reduces reliance on food imports. However, domestic agricultural production has weakened over the past 20 years. Like its Pacific neighbours, Samoa must navigate large distances to international markets, the continual threat of pests, and exposure to climate change. Therefore, action is needed to ensure that Samoa can make better, sustainable use of its natural resources to drive improvements to

production, productivity and quality and in turn, improve nutrition, resilience and shared prosperity.

The Government is committed to delivering an integrated policy framework that improves domestic production and creates more efficient and effective input and output markets for subsistence and commercial production. The Government will adopt a cross-government approach to sector needs and opportunities and will invest in the timely provision of valuable extension and advisory services by the Ministry of Agriculture and Fisheries. These services remain vital in enabling capacity building and knowledge sharing within communities, and in promoting agriculture, fishing and aquaculture as attractive options for self-employment. The Government will also support wider programs and partnerships that are aligned with sector objectives. Such initiatives should improve access to financial services, expand provision of public infrastructure, and offer the means to stimulate commercial investment and growth. In addition, the Government will continue to emphasise the development and creation of competitive, high-quality local products that can lessen dependency on cheaper imported products which often have lower nutritional value.

In keeping with its commitment to responsible practice, the Government will promote and support sustainable agricultural methods and techniques, and the proper management of agricultural chemicals. It will therefore ensure that sector stakeholders promote sustainable practices, for example, by encouraging farmers and fishers to consider the possible spill-over effects of their activities on other sectors, and the need to comply with biosecurity standards in place.



## Key Priority Area 8: Tourism Revitalisation

### Expected Outcomes

- Increased social and economic benefits from diversified tourist attractions/activities across communities (including eco-tourism, cultural and historical sites)
- Marketing strategies strengthened and professional service delivery improved

The tourism industry has struggled since 2019, and many people have lost their jobs or been placed on reduced hours. Samoa must be proactive in developing creative solutions to reverse the downturn. The tourism industry remains of paramount importance to the country's fortunes. For individuals and households, it is an engine of employment creation. For districts and the nation,

it creates important economic spin-off effects and contributes to national prosperity and the Trade Service Account of the Balance of Payments.

The Government is committed to strengthening the tourism industry. That means restoring pre-epidemic and pre-pandemic levels of economic growth and, in the medium term, growing revenues, creating jobs, and improving the incomes and resilience of those involved in the sector. Those aspirations require a policy framework that draws on an inclusive and highly consultative process and which reflects the dynamic nature of the tourism industry at home and abroad. To assist timely recovery, the Government will support measures that enhance product development, marketing and service, so better ensuring compliance with the Samoa Tourism Authority's standards. In line with the Government's wider commitment to workforce planning and development, measures will be taken to upskill workers and enhance the service delivery standards, leaving Samoa better placed to exploit opportunities once the borders re-open. In addition, and in keeping with the Government's focus on community empowerment, specific measures will also be taken to stimulate eco, cultural and historical sites in partnership with communities.

## Key Priority Area 9: Business Innovation and Growth

Like much of the world, Samoa has been badly hit by the global COVID-19 pandemic. Economic growth has taken a downturn, creating uncertainty and hardship for many businesses. Exports of goods have fallen, and business confidence is weak. The effects of the downturn have rippled through to households and communities, with people having to contend with job losses, reduced working hours and uncertain futures.

### Expected Outcomes

- Improved efficiency, increased income and employment with potential foreign exchange earnings
- Increased opportunities for new businesses

Samoa's recovery and long-term economic stability requires a diversified economic development base; one that embraces new and emerging market sectors and which allows the country to build resilience against future economic pressures. Therefore, Samoa will embrace the changing times and exploit its vibrant business community; one that creates and sustains decent jobs and which supports inclusive economic growth. Therefore, the Government will seek to stimulate the green shoots of recovery, build confidence in the private sector, and facilitate increases in employment, business incomes and exports. It will implement a policy framework that supports the business community to recover and, in time, contribute to improved foreign exchange earnings and a greater share of GDP.

Action will be taken to enhance access to and potential benefits from allied service markets, such as finance and research and development. In addition, the Government will improve access to state-financed incentives and recovery financing, where possible extending measures to help Samoa's small

enterprises and manufacturing businesses to get back on their feet. Specific measures will be taken to support improvements to the quality and quantity of exported goods and services through the export authority programs, including those associated with our agriculture, fisheries and aquaculture sector.

The Government will continue to pursue Public-Private Partnerships (PPPs) where there is a compelling case to do so and where local companies can meaningfully participate in the development of major projects. It will also invest in deeper engagement with business organisations, creating a more conducive environment for private sector development. Opportunities for greater representation on other decision-making committees of the Government will be pursued. More widely, measures will be taken to apply a joined-up approach to the delivery of effective and efficient public services that have a bearing on the private sector's performance.

## Key Priority Area 10: Increased Labour Mobility

### Expected Outcomes

- Deployments in Labour Mobility Schemes increased
- Market strategies broadened to expand labour mobility schemes
- Samoa's professional workers' footprint in the Pacific region increased

In a small economy such as Samoa, it is critical for Government to seek other economic opportunities for its people. A vibrant labour mobility environment provides the eligible population with a crucial source of income, new experiences and skills that will ultimately benefit their families and develop their respective communities. However, the global pandemic is currently limiting prospects for labour

mobility. Travel restrictions are preventing seasonal workers from entering overseas countries such as Australia and New Zealand, as well as generating issues for workers stranded in those countries.

The Government will put in place measures to stimulate labour mobility, accommodation, and other export services in a sensible and manageable way, owing to their significant contribution to the national economy and the opportunities they generate for individuals, households, and communities. Therefore, the Government is committed to strengthening relations with its partners, particularly New Zealand and Australia in regards to the Seasonal Worker Program (SWP), Recognized Seasonal Employer Scheme (RSE) and Pacific Labour Scheme (PLS) as well as other opportunities beyond these schemes. In addition, improved education and training will facilitate labour mobility opportunities and better alignment to labour market demand.



## Key Priority Area 11: Macroeconomic Stability

### “ Expected Outcomes

- Economic performance improved
- External position sustained

Samoa has maintained macroeconomic stability in recent years despite global uncertainties and the frequent occurrence of natural disasters. Before the measles epidemic of 2019 and the ongoing COVID-19 pandemic, economic growth was spurred by Samoa's hosting of various international

events and the establishment of several major development projects. However, like much of the world, Samoa has been badly hit by the pandemic. As a result, economic growth has taken a downturn, creating uncertainty and hardship for many businesses and households.

The Government will continue to adopt a prudent fiscal position and proactively manage the risk of debt distress, closely monitoring the relative size of debt and securing support and grant assistance from our development partners to maintain our targeted threshold in the medium term. Monetary policy will remain accommodative to maintain inflation at a reasonable level and stabilise the nominal effective exchange rate. This will support economic stability and growth over the medium term. Foreign reserves will be maintained at a range of four months and above so that future import needs and foreign exchange requirements are secured.

# Key Strategic Outcome 3: Security and Trusted Governance



**Statement:** The Government will ensure protection of rights to decision making as stipulated under various legislations and in conjunction with the Constitution of the Government of Samoa.

To achieve the Key Strategic Outcome 3, the Government will focus on three (3) Priority Areas.

<p><b>Key Priority Area 12: Empowered Legislation</b></p> <p><i>Aspiration: To ensure compliance with approved policies and legislation.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Integrity of law and order maintained</li> <li>• Efficiency and quality of legal services improved</li> </ul>
<p><b>Key Priority Area 13: Improved Accountability</b></p> <p><i>Aspiration: To ensure clarity and understanding of the outcome of all activities carried out by the Government.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Honest and timely reporting by all Government services</li> <li>• Updated information for appropriate decision making &amp; fraudulent practices minimized &amp; managed</li> </ul>
<p><b>Key Priority Area 14: Dynamic Global Relations and Partnerships</b></p> <p><i>Aspiration: To foster strong diplomatic relations to protect our country and secure benefits for our people.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Safe and Secured Society</li> <li>• Effective and genuine Partnerships enhanced</li> <li>• Responsive diplomatic services strengthened</li> </ul>



## Introduction to Key Strategic Outcome 3

Samoa has for decades championed the importance of the rule of law and protection of the rights of its peoples. The Government will seek to uphold and deepen these commitments. As a society, we must seek to ensure that our Christian values, unique culture and traditions complement the human rights and fundamental freedoms we commit to promote, respect, protect and fulfil. To this end, the Government will seek to ensure protection of individual rights to decision making as stipulated under various legislations and in conjunction with the Constitution of the Government of Samoa.

The attainment of the outcomes described in the PDS depends on the performance of the public administration, from those working in Government to those delivering services in districts and communities. It requires that the machinery of public administration – the laws, rules, procedures, systems, partnerships, structures and personnel – functions efficiently and effectively and that those responsible deliver their mandates to an agreed standard and are answerable for their actions. Therefore, the Government is committed to strengthening the legislative framework and ensuring that the judicial system is fit for purpose (see Key Priority Area 12). An effective and accountable public sector is critically important in this regard. To ensure a more efficient and more directed use of Government resources, Samoa requires greater accountability and transparency (see Key Priority Area 13). Yet Samoa's future prosperity, and the socio-economic development of those who reside in our country, also depends on what happens beyond our borders. The emergence of a secure environment in which freedoms are embraced, people feel safe and, our community enjoys social harmony, depends on effective global relations that enable our voice to be heard, partnerships to be cemented, and the diaspora to actively contribute to the well-being of those at home (see Key Priority Area 14).

## Key Priority Area 12: Empowered Legislation

### Expected Outcomes

- Integrity of law and order maintained
- Efficiency and quality of legal services improved

Every person in Samoa is subject to the law and they should expect that the nation's laws are fair, non-discriminatory and respectful of human rights. Therefore, a transparent and well-functioning legal system is a critically important foundation for the country's pursuit of the future it desires.

The Government will review and strengthen the legislative framework to maintain the integrity of law and order and ensure alignment with the Constitution. Specific emphasis will be placed on legislation pertaining to the roles of the three arms of government, anti-corruption, tax, and lands and titles. In addition, the Government will take measures to strengthen relevant systems and processes, including those that have a bearing on the quality of services delivered by key institutions. This will also ensure that legal services and advice are made available to any and all in the community. Improvements within the justice and courts systems will be prioritised, allowing for greater internal efficiencies, timely resolution of cases, and strict compliance with legislation. Furthermore, the implementation of relevant legislative reviews will facilitate greater coherency between customary and formal justice systems, enabling greater integrity and fairness of decisions. In the pursuit of these objectives, the Government will be guided by the need to facilitate the socio-economic development of Samoa and protect children, women and those considered to be most vulnerable in society including survivors of domestic violence.

## Key Priority Area 13: Improved Accountability

### “ Expected Outcomes

- Honest and timely reporting by all Government services
- Updated information for appropriate decision making & fraudulent practices minimized & managed

The Government is committed to pursuing appropriate means to improve service delivery, public finance management, and accountability to its citizens. Therefore, the Government will review and strengthen relevant policies, management frameworks and reporting systems, allowing for better compliance with expected

quality standards and accountability to everyone concerned.

Specific measures will be taken to strengthen the legal and policy framework for anti-corruption, thereby minimizing fraudulent practices and upholding the integrity of public services. In addition, the Government will review and, where needed, strengthen and fully enforce systems and processes that seek to support full and timely reporting and oversight of the same. In parallel, the Government will seek to improve public sector efficiency and productivity, ensuring that taxpayers secure value for money.

## Key Priority Area 14: Dynamic Global Relations and Partnerships

The security and well-being of those who live in Samoa, and our country's place in the regional and global community, is dependent on strong diplomatic relations, effective dialogue, and a vibrant Samoan diaspora. Such things do not happen by accident, they require concerted investment in and ongoing commitment to a diplomatic service that is fit for purpose, and

### “ Expected Outcomes

- Safe and secured society
- Effective and genuine partnerships enhanced
- Responsive diplomatic services strengthened

a culture of shared responsibility and collective effort that harnesses the potential and goodwill of our people and our partners.

The Government is committed to promoting and securing trade relations with partner governments. Well-designed trade agreements will expand opportunities for those looking to export or earn a living beyond our country's borders, while attracting new finance and capabilities into Samoa. However, effective international relations do not only generate economic opportunities and drive shared prosperity, they also contribute to the fight against the climate emergency, allowing Samoa to better champion the case for international cooperation in adaptation, mitigation and climate finance. The implementation of Samoa's National Security Policy to secure the nation from international threats will be prioritised and delivered in close collaboration with all of the relevant Government border security agencies.

# Key Strategic Outcome 4: Secured Environment and Climate Change



**Statement:** The Government will maintain a safe environment for Samoa and promote sustainable economic use of natural resources.

To achieve the Key Strategic Outcome 4, the Government will focus on four (4) Priority Areas.

<p><b>Key Priority Area 15: Build Climate Resilience</b></p> <p><i>Aspiration: To enhance resilience to climate change at the national and international level.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Climate and disaster resilience and responsive planning in all sectors strengthened</li> <li>• International binding mechanisms, including sustainable climate financing support for climate resilience programs strengthened</li> </ul>
<p><b>Key Priority Area 16: Effective Environmental Protection and Management Frameworks</b></p> <p><i>Aspiration: To protect and better manage our fragile environment.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Environmental impacts reduced through strengthened environmental safeguards, including effective monitoring systems</li> <li>• Sustainable solid and chemical waste management enhanced</li> <li>• Green development strengthened and initiatives increased</li> </ul>
<p><b>Key Priority Area 17: Enhanced Conservation and Sustainable Use of Natural Resources</b></p> <p><i>Aspiration: To increase areas under conservation and promote the sustainable, innovative use of natural resources for development.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Increased land and in-shore reefs conserved and sustainable managed from ridge to reef</li> <li>• Invasive species impact reduced and eliminated</li> <li>• Resilience of water resources management enhanced</li> <li>• Sustainable, and innovative use of natural resources increased</li> </ul>
<p><b>Key Priority Area 18: Sustainable Energy Development Enhanced</b></p> <p><i>Aspiration: To convert to renewable energy and energy efficiency products.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Renewable energy investment and generation sustained</li> <li>• Energy efficient products accessible and affordable</li> <li>• Petroleum supply, administration and safety strengthened</li> </ul>





## Introduction to Key Strategic Outcome 4

Samoa is exceptionally vulnerable to climate change and disasters. Therefore, it is crucial to safeguard the environment and protect against the destruction of properties and livelihoods by the impacts of climate change, such as strong winds and flooding. Despite our best efforts, the frequency and severity of disasters is worsening. Accordingly, we must strengthen climate adaptation, resilience and disaster risk management capabilities across our society, within households, businesses, public services, and across communities. That requires an effective environmental policy framework that meets today's challenges (see Key Priority Area 15 and 16).

As with climate change, failure to address waste management and pollution will have profound and lasting impacts on the health and well-being of our people. Therefore, we must act to prevent and reduce pollution, including plastics, oil spills, and waste discharge (see Key Priority Area 16), while actively conserving our natural environment (see Key Priority Area 17). In line with its commitment to a low-carbon and environmentally responsible future, the Government will make concerted effort to increase renewable energy use and improve the operation and resilience of the energy infrastructure (see Key Priority Area 18). Measures must be taken to boost the capacity of households, communities and businesses to respond to these realities. For some, this requires steps that better allow communities and businesses to make productive use of natural resources in an appropriate and sustainable manner. For others, it requires providing enhanced support where they do not have the means to invest in adaptation and lack access to basic needs (see Key Priority Area 1). For all, it requires a joined-up approach to better enabling individuals, households, communities and businesses to adjust to change and recover when the shocks occur.



## Key Priority Area 15: Build Climate Resilience



### Expected Outcomes

- Climate and disaster resilience and responsive planning in all sectors strengthened
- International binding mechanisms, including sustainable climate financing support for climate resilience programs strengthened

At an international level, the Government will continue to highlight the effects of the climate emergency. It will showcase the impacts of sea-level rises, saltwater intrusion, crop damage, loss of fish stocks, and other negative effects on Samoa's people, with a view to pushing for more ambitious and urgent climate action.

At the national level, further measures will be taken to improve mainstreaming of climate

resilience and disaster risk management (including health crises) in all sectors, drawing on the extensive risk mapping and identified activities in the CIM plans. Disaster risk financing instruments will be prioritised to reduce the socio-economic and fiscal vulnerability of the economy. This will include increased public awareness of Samoa's risk to climate change and improved technical projections of future disasters to better enable partners to support the prevention, preparedness, response and recovery from disasters.

## Key Priority Area 16: Effective Environmental Protection and Management Frameworks

### “ Expected Outcomes

- Environmental impacts reduced through strengthened environmental safeguards, including effective monitoring systems
- Sustainable solid and chemical waste management enhanced
- Green development strengthened and initiatives increased

Samoa’s environment has been adversely affected by population growth and inconsistent oversight of economic development. Non-compliance with existing safeguards and poor waste management have left us facing significant challenges.

At a national level, enhanced measures to help minimise pollution, reduce waste and pursue low gas emissions will help maintain cleaner land, water, air and oceans. Stronger environmental

surveillance, fuller enforcement of regulations and penalties, and the ongoing delivery of awareness programs will improve compliance and foster more responsible consumption and production. This will require a strengthening of policies and enforcement measures to protect against environmental harm, including the unsustainable exploitation of the environment for commercial and personal uses.

The National Waste Management Strategy focuses on prolonging the lifespan of the current landfill so that it can cater for future accumulated volumes of waste generated by communities and businesses. The Government is committed to improving the management of hazardous waste, wastewater and solid waste systems, including e-waste and waste oil management. This will require strengthening existing plans, policies and regulations on safe waste disposal and management as a part of enhanced efforts to reduce vulnerability to harmful and persistent waste, while at the same time promoting improved sanitation, sustainable consumption and production patterns.

The Government will continue its commitment to strengthen environmental safeguards such that all developments are environmentally friendly and climate and disaster proof. Relevant guidelines will be pursued to secure proper planning and monitoring of these developments, and in ways that meet the needs of the country’s growing population but which are responsible for the environment and future generations. Furthermore, it will be crucial to build the capacity of our communities in terms of risk-based land use planning and required infrastructure, to address basic needs (shelter, etc.) and risk reduction measures (sea/river walls, etc.) informed by identified activities in the CIM plans.

The concept of green living; where communities, Government bodies and private businesses can learn, practice, and live an environmental friendly lifestyle – sits at the centre of the Government’s aspiration to push for more green developments. Green initiatives such as reuse, carpool, paperless and eco-friendly products will contribute to reduced waste and increased recycling streams, and in ways that will preserve and conserve our natural resources and habitats.

## Key Priority Area 17: Enhanced Conservation and Sustainable Use of Natural Resources



### Expected Outcomes

- Increased land and in-shore reefs conserved and sustainable managed from ridge to reef
- Invasive species impact reduced and eliminated
- Resilience of water resources management enhanced
- Sustainable and innovative use of natural resources increased

The conservation and sustainable use of the ocean, its resources, and all life on land is critical. Samoa must continue to prioritise the resilience of its natural resources and environment against degradation, natural hazards, disasters and the impacts of climate change. That includes the urgent action required to reclaim and improve the state and functioning of Samoa's coral reefs. After all, the Pacific Ocean surrounds, protects and provides for us. It is core to our way of life. Our collective priority is to restore and maintain

the health of our vast and bio-diverse waters, while acting to secure the future health of our terrestrial ecosystems. Action will be taken to increase community commitment to implementing watershed management plans and increasing conservation areas. Community replanting programs, as per the CIM plans, can offer opportunities to build climate resilience from flooding, while offering economic opportunities for landowners. Such innovative ways in which people can utilise what is around them in a productive but responsible manner is key to maintaining Samoa's unique character and to sustaining and developing its natural resources.

The Government will continue to strengthen the policy and planning environment, including that related to afforestation and the protection of Key Biodiversity Areas. It will implement multilateral environment conventions, including the Convention on Biological Diversity, to guard against biodiversity loss and threats to endangered and at-risk species. Ongoing efforts to address invasive species will be modernised, for example, by improving data collection and analysis. The Samoa Ocean Strategy 2020 - 2030 will guide the sustainable and integrated management of our ocean and its resources.

The Government will provide appropriate support to promote the sustainable economic use of the natural environment and resources for our people, as well as nature's true value to facilitate tourism growth. There is opportunity for relevant research and development to capture eco-tourism through, for example, the use of landforms, rivers and lakes, and native animals and species. These opportunities will support the conservation efforts while at the same time promoting the importance and sustainable use of Samoa's natural environment.



## Key Priority Area 18: Sustainable Energy Development Enhanced



### Expected Outcomes

- Renewable energy investment and generation sustained
- Energy efficient products accessible and affordable
- Petroleum supply, administration and safety strengthened

There is no greater challenge confronting the global community than that of climate change, and Samoa finds itself at the frontline. For Samoa and its Pacific neighbours, the real challenge is not about securing more scientific evidence, setting new global targets, and making new pledges. It is about action for survival. We must shoulder our responsibilities and play our part. Samoa is committed to a low-carbon future.

Therefore, Samoa will continue to transition to solar, wind and hydropower ahead of its goal of achieving 70% renewable energy use by the end of 2031. Simultaneously, it will improve access to affordable and uninterrupted power sources. The Government will continue to support new projects that have minimal impacts on the environment, such as small hydro plants. It will encourage innovation and use appropriate means to stimulate investment in renewable energy projects. In line with its commitment to facilitate energy solutions for everyday Samoans, the Afolau Biomass Gasification Plant will continue to provide sustainable and cost-effective renewable energy to consumers.

In parallel to the shift to renewable energy, policies and plans for transport energy will be strengthened to increase substitution of petroleum fuels with biodiesels and biofuels and increase application of hybrid and electric vehicles. More resources will be dedicated towards the latest research and development of clean alternative fuels, such as biofuels and renewable energy-fuelled charging stations for electric vehicles. With positive steps undertaken by Government and more e-vehicle charging models available than ever, the landscape for electric vehicles in Samoa could look brighter in the near future.

The careful management, storage, handling and monitoring of petroleum products plays an important role in public safety and efficient distribution. The energy sector will continue to monitor fuel consumption and pursue measures to increase the storage capacity of petroleum products in Samoa. Action will also be taken to strengthen and communicate the Health, Safety, Security and Environment (HSSE) guidelines to better ensure compliance and safety at petrol stations.

# Key Strategic Outcome 5: Structured Public Works and Infrastructure



**Statement:** The Government will ensure that public works and infrastructure are guided by a long-term phased development plan that underpins socio-economic progress in Samoa

To achieve the Key Strategic Outcome 5, the Government will focus on three (3) Priority Areas.

<p><b>Key Priority Area 19: Responsive Public Utility Services</b></p> <p><i>Aspiration: To maintain efficient and affordable utility services for the people of Samoa.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Standard and quality of utility services strengthened to all areas of Samoa</li> <li>• 100% access to affordable utility services for all families &amp; establishments in Samoa</li> </ul>
<p><b>Key Priority Area 20: Innovative Information, Communication and Technology Use</b></p> <p><i>Aspiration: To promote the use of technology to enhance efficiency of services in all sectors across the nation.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Affordable access to internet usage in whole of Samoa achieved</li> <li>• Improved business performance through the use of ICT</li> </ul>
<p><b>Key Priority Area 21: Consolidated Infrastructure Management</b></p> <p><i>Aspiration: To ensure efficient management of assets for public works and infrastructure development.</i></p>	<p><b>Expected Outcomes</b></p> <ul style="list-style-type: none"> <li>• Consolidated national asset management plan for Samoa in place</li> <li>• Efficient integrated maintenance plan for all infrastructure in place</li> <li>• Safety and resilience of infrastructure and settlements, including urban and town areas, enhanced through proper planning</li> </ul>

## Introduction to Key Strategic Outcome 5

Without affordable, resilient and well-maintained public goods, the ambitions described in the PDS will not be achieved. Therefore, the Government is committed to building the pathways upon which human development, economic growth and shared prosperity can be pursued, and in ways that can withstand the climate events to which Samoa is vulnerable. As such, Samoa requires a long-term, phased development plan that guides public works and infrastructure investments, and which ultimately supports socio-economic progress.

The Government is committed to ensuring that the foundations required to empower communities, share prosperity, and build resilience are in place. For this reason, it will invest in improvements to accessible, affordable and high-quality utilities (see Key Priority Area 19). The Government wishes to see Samoa continue to embrace the many advantages offered by digital technologies. Our economy and quality of life are the better for it. However, we also recognise that their increasing use carries some risks and has raised issues of security and privacy. To fully realise the benefits of a digital economy, Samoans must be able to connect with and trust the technology. An enabling business environment must be in place, and investment in education, skills, and digital literacy is paramount. Therefore, the Government is committed to extend the availability of fast, reliable and affordable internet services to government, the business community and the public, while avoiding disparities between those who can and those who cannot secure access (see Key Priority Area 20).

The Government's commitment to improved connectivity is not restricted to Information and Communication Technologies. As part of its commitment to a long-term phased approach to infrastructure development and proper planning, the Government will also improve the quality of transport networks, bringing people and families closer together and bridging the gap between businesses and their markets (see Key Priority Area 21).

The Government recognises that building more resilient infrastructure can save lives, reduce damages and the need for expensive repairs. It also ensures the continuity of critical public services. Accordingly, the Government will review the current policy framework so that future activities are in line with the long-term development needs of Samoa and ensuring that the country has access to the relevant professional expertise to deliver our ambitions while simultaneously improving the quality of asset management and disaster resilience measures (see Key Priority Area 21).

### Key Priority Area 19: Responsive Public Utility Services

While significant progress has been made in improving access to treated water supply and safely managed sanitation services, more needs to be done to improve the quality and consistency of services and to ensure that the unreached secure access. As such, the provision of safe water and improved hygiene and sanitation for all sits at the centre of the sector's ambitions for the medium term.

The Government will take measures to sustain and continue the work of key water providers to increase and improve access of families and businesses to clean water, and sharpen the focus on enforcing National Drinking Water Standards.

The Government will continue to support delivery of reliable and affordable electricity to households and businesses by extending the main grid throughout the country.

#### Expected Outcomes

- Standard and quality of utility services strengthened to all areas of Samoa
- 100% access to affordable utility services for all families and establishments in Samoa



## Key Priority Area 20: Innovative Information, Communication and Technology Use



### Expected Outcomes

- Affordable access to internet usage in whole of Samoa achieved
- Improved business performance through use of ICT

Digital technologies present transformative opportunities for the Samoan economy and its people. By overcoming distance and improving access to information and markets, digital technologies can stimulate business opportunities in e-commerce and e-services, and increase productivity and growth in more traditional

sectors. In addition, they can enable more efficient delivery of health, education, and business services, improve connectivity between communities, and provide government, businesses, and the public with access to important information. ICT also plays a vital role in enabling timely disaster response, management and reconstruction efforts, promoting risk reduction and preparedness, and improved means to withstand the impacts.

The Tui Samoa Cable has increased the availability of fast, reliable internet services to government, the business community and the general public. However, further opportunity remains to extend the benefits of ICT to all and to use the improved infrastructure to drive innovation and creativity within the public and private sectors. The Government will continue to explore progressive and innovative solutions to the broadening of technology use, including the development of digital identification. Utilisation of the Samoa National Broadband Highway (SNBH) by all Government entities will not only result in significant cost savings but provide a greater opportunity to use locally cached data on the SNBH. More broadly, the ongoing extensions to the submarine cables will lead to significant reductions in the price of international connectivity for communities and businesses, and attract foreign investors that will potentially establish Samoa as a regional hub. By creating and hosting applications and services, Samoa will further elevate ICT literacy, expand business options for our local economy and foster employment opportunities. Moving transactions online will provide new opportunities for our local businesses to compete in international markets.

Inevitably, individuals, households, communities and businesses need both access to technology and the means to secure the benefits. The Government will take measures to overcome critical financial barriers to access. It will closely monitor and review prices, and seek to secure lower internet charges for businesses in the rural communities and waive charges for key providers of essential social services, for example, schools.

The Government recognises that a strong enabling environment, including appropriate oversight and policy interventions, is important to the ICT sector's growth. Therefore, the Government will review and, where necessary, strengthen existing laws and regulations for Samoa to keep up with the rapidly evolving digital world and better detect irresponsible and illegal use of technology and social media platforms. The full implementation of the Samoa National Cyber-Security Strategy will allow us to better guarantee a modern cyber-safe digital economy, address cybercrime and promote appropriate use of technology.

## Key Priority Area 21: Consolidated Infrastructure Management

### “ Expected Outcomes

- Consolidated national asset management plan for Samoa in place
- Efficient integrated maintenance plan for all infrastructure in place
- Safety and resilience of infrastructure and settlements, including urban and town areas, enhanced through proper planning

To embed best practice principles in the management of its entire public works and infrastructure portfolio, the Government will continue to roll out the implementation of the Samoa Infrastructure Asset Management Strategy. The Roads Vulnerability Assessment recommendations will be executed as part of Government's investment, upgrading and maintenance activities, in addition to the implementation of sound engineering standards.

As part of its policy framework for the medium-term development of resilient infrastructure and public works, the Government will continue to review, update and implement the roll-out of building codes and standards and existing legislation. This will better ensure that public, commercial and residential buildings are more resilient to natural disasters and accessible for persons with disabilities.

The pursuit of integrated and resilient flood mitigation measures will be strengthened, better ensuring that the drainage network in the Central Business District (CBD) is well maintained and so reducing incidences of flooding during heavy rainfall periods. The Government will continue to improve its approach to and systems for greater resilience to climate change and natural disasters. An asset management fund will be established to finance ongoing maintenance costs and repairs of the sector's major infrastructure in post-disaster scenarios by the end of the next five years. In addition, partnerships with village and district communities will be strengthened, ensuring focal points for water, sanitation, and hygiene services.

In keeping with the Government's commitment to introduce long-term proper planning that provides a cost-effective and viable approach to infrastructure development, the aforementioned measures to improve the management and longevity of current assets will be complemented by strategic investments in new public goods. This will include improvements to the Apia urban area, Sālelologa township, and other townships and industrial zone areas. Such infrastructure will be expected to play an important role in better positioning the country to pursue the shared ambitions of inclusive growth and shared prosperity. While Samoa's transport infrastructure is relatively well-developed, the small size of Samoa's economy and its remoteness from major markets push up the costs of economic activity and reduce the gains from international trade. Improvements to the planning and coordination of Samoa's land, sea and air transport system will reduce transportation, distribution and marketing costs, creating improved connectivity and competitiveness. For communities, improvements will provide more reliable and affordable means to access essential services and economic opportunities. And for the Government, well-conceived investments in resilient infrastructure offer a cost-effective approach to managing and mitigating the impacts of climate change.

In keeping with its commitment to shared prosperity, the Government will invest in measures that offer improved physical connections to overseas markets and destinations. These will include upgrades to airport and wharf facilities, and improvements to the quality of sea and air transport links between islands and countries. At the district level, action will be taken to upgrade access roads, so extending economic opportunities for those engaged in agriculture, tourism, and other related sectors.



## Mapping of the SDS to the PDS

