



2023–2028

TRANSPORT +

INFRASTRUCTURE

Sector Plan



*“Elevating the quality
of life for all to ensure
no one is left behind”*

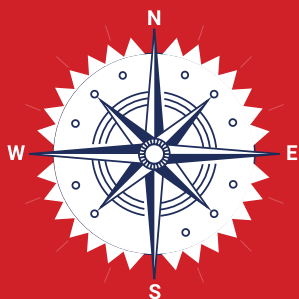


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Foreword from the Minister of Works, Transport and Infrastructure

On behalf of the Government of Samoa, it is with great pleasure that I present the Transport and Infrastructure Sector Plan 2022/23 to 2027/28. It is the second Sector Plan for the Transport Sector and the first time to include Infrastructure – now referred to as the Transport and Infrastructure Sector Plan.

It has been a privilege leading the Sector as it embarks on its journey to develop its pathway for the next five years. Whilst the preparation of the plan competed with other service priorities to the nation, Sector Officials have managed to complete this prolonged task. It is work to be proud of as expected deliverables of this plan informs future developments for prosperous communities and a better Samoa. I sincerely thank the Cabinet and all stakeholders for their support. I also thank the Chief Executive Officers and government officials of the Transport and Infrastructure Sector for their efforts and foresight which have shaped the Sector's direction.

Throughout this undertaking, our goal was to ensure alignment of the Sector's direction to the National Plan – 'Pathway for the Development of Samoa FY2021/22 – 2025/26'. With that in mind, we believe that assurance of connectivity, accessibility and resilience is the *key to empowering communities, building resilience, and inspiring growth to elevate the quality of life for all ensuring no one is left behind*. Thus, we are committed to enabling connectivity for trade, facilitating eased accessibility for our people and ensuring resilience to our developments.

This Plan reflects our commitment for the next five years and preparations for the advancement of the same services in future years. Whilst physical works and initiatives are scheduled for implementation, several studies are being commissioned to inform future infrastructural developments, strengthen the Sector's capacity and determine a business outlook in support of the nation's economy.



The implementation will be faced with challenges; however, I believe Samoa has come a long way and so have our stakeholders. We as government officials, the private sector, communities and development partners have worked endlessly for years in serving our Samoa. In that regard, I believe we will continue to do so passionately and implement this plan successfully.

May God grant us the strength to serve our nation.



Olo Fiti Afoa Vaai



Statement from the Chief Executive Officer

As the CEO for the Lead Agency of the Transport and Infrastructure Sector it is a privilege to provide an account in-brief of the Sector's direction for the next five years.

Through inclusive consultations, we have developed the Sector's pathway and stayed the focus of keeping it aligned with Samoa's National Plan. For that reason, we thank our stakeholders for your valuable contributions. We also thank our Sector agencies for your endless support which enabled the completion of this Plan.

Our Plan documents priorities of the Transport subsectors which consists of Land, Sea and Air Transport Services. Secondly, priorities of the Infrastructure subsector which refer to all land developments, resilience and safety of constructions, structured infrastructural asset management as well as monitoring the environmental and social impacts of developments.

Our services to the nation are anchored on the following Vision:

“Strengthened connectivity, with eased accessibility through secured transport services and safeguarding the resilience of infrastructural and land developments to elevate the quality of life for all”

This is further supported through our determinations to the underlying themes of: Connectivity, Accessibility and Mobility, Resilience and Sustainability, Safety and Security, and Governance.

In ensuring a structured approach to pursue our responsibilities to the nation, five GOALS were developed to guide the identification of key service priorities;

1. Administer and govern sector developments in an effective manner to ensure that all its subsectors are harmoniously institutionalized
2. Design and construct infrastructural developments to ensure sustainability and resilience to climate change



3. Strengthen the safety and security of aviation services to improve connectivity for Samoa to the outside world
4. Strengthen local and international commerce and trade through dependable maritime operations
5. Improve connectivity, mobility, and accessibility through safe and climate-resilient road infrastructures

Our drive towards the Goals is pursued through sixteen Key Outcomes and several strategies that will be delivered via numerous activities. Our commitment to infrastructural development works in the next five years is clearly stated and so are our future ambitions whereby studies commissioned during the first years of the plan will determine major changes to our infrastructure and communities.

In ensuring this direction is followed through and effectively implemented, we have included in the plan a Monitoring, Evaluation and Learning framework to enforce commitment to our calling.



Fui Tupa'i Mau Simanu



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List of Acronyms

AMRO	Asset Management and Resilience Office	MTEF	Medium Term Expenditure Framework
AMSC	Asset Management Steering Committee	MWCSD	Ministry of Woman, Community and Social Development
AWOS	Automated Weather Observing System	MWTI	Ministry of Works, Transport, and Infrastructure
CAD	Civil Aviation Division	NUS	National University of Samoa
CEO	Chief Executive Officer	PASO	Pacific Aviation Security Organization
CBD	Central Business District	PDS	Pathway for the Development of Samoa
CIM	Community Integrated Management Plans	PFL	Pacific Forum Line
DVOR	Doppler Very High-Frequency Omni-directional Range Radio	RTAS	Road Transport Administration System
FIA	Faleolo International Airport	SAA	Samoa Airport Authority
ICAO	International Civil Aviation Organization	SAMS	Samoa Asset Management System
ILS	Instrument Landing System	SARIP	Samoa Aviation and Roads Investment Project
IMO	International Maritime Organization	SIAM	Samoa Infrastructure Asset Management
ISPS	International Ship and Port Facility Security Code	SNAP	Samoa National Action Plan for Road Safety
GDP	Gross Domestic Product	SOE	State Owned Enterprises
LTA	Land Transport Authority	SPA	Samoa Ports Authority
MEL	Monitoring, Evaluation and Learning	SSC	Samoa Shipping Corporation
MFAT	Ministry of Foreign Affairs and Trades	SSS	Samoa Shipping Services
MLC	Maritime Labour Convention	STA	Samoa Tourism Authority
MNRE	Ministry of Natural Resources and Environment	TIS	Transport and Infrastructure Sector
MOU	Memorandum of Understanding	TISAC	Transport and Infrastructure Sector Advisory Committee
MPAC	Marine Pollution Advisory Committee	TISP	Transport and Infrastructure Sector Plan
MPE	Ministry of Public Enterprise		

1.

Introduction



1.1 Overview of the Transport and Infrastructure Sector

Samoa's Transport and Infrastructure Sector (TIS) is defined by its four Sub-sectors: Land, Sea, Air, and Infrastructure. Transport refers to the three Transport Sub-sectors and their Infrastructures, Vessels, Operations and Operators/Personnel, whilst Infrastructure refers to all land developments, resilient and safety of constructions, structured infrastructural asset management as well as monitoring the environmental and social impacts of developments. Several government agencies in collaboration with numerous stakeholders formulate the working body that deliver services in support of the Sector's contribution to Samoa's development.

The Ministry of Works, Transport, and Infrastructure (MWTI) is the lead agency for the TIS, and therefore its Chief Executive Officer (CEO) is the Chairperson for the Transport and Infrastructure Sector Advisory Committee (TISAC), the governing body that monitors and provides oversight for the Sector. The TISAC consists of CEOs from various government ministries and agencies responsible in providing high-level advice to improve, coordinate and facilitate the implementation of sector priorities. The membership composition of the TISAC and its Sub-sectors are illustrated in Figure 1.

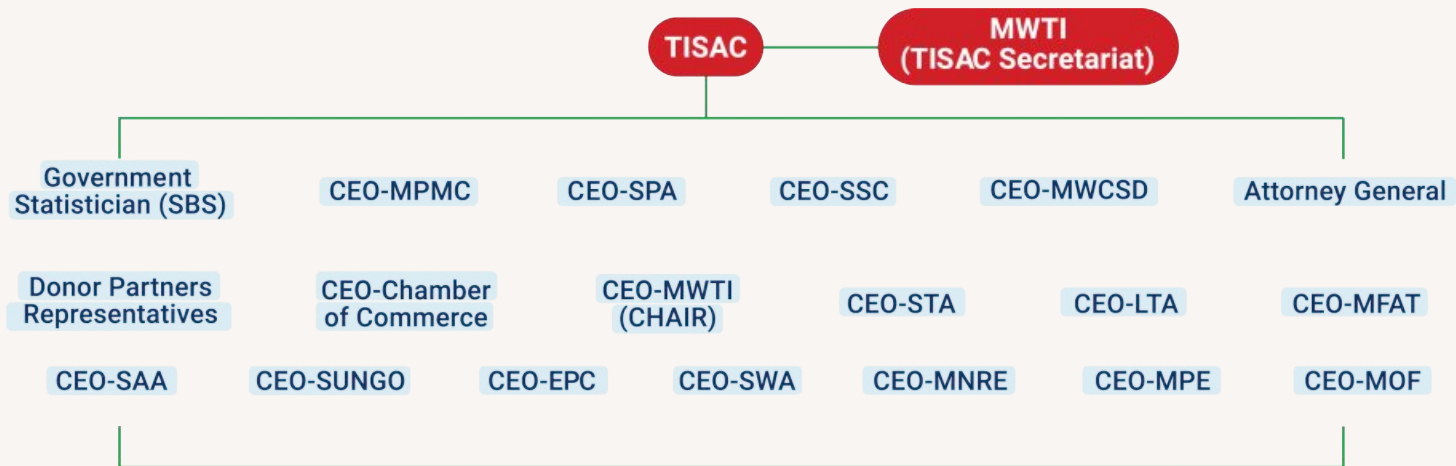


Figure 1: Transport & Infrastructure Sector Advisory Committee

Services for the Land Transport Sub-sector are coordinated between MWTI, Land Transport Authority (LTA), and the Ministry of Natural Resources and Environment (MNRE), including the private sector service providers and contractors for road engineering, design, planning, construction, supervision of construction, road rehabilitation, maintenance services, as well as modes for public travel and movement of goods.

Key players in the Sea Sub-sector are the MWTI, Samoa Ports Authority (SPA), Samoa Shipping Corporation (SSC), Samoa Shipping Services (SSS), and Pacific Forum Line (PFL). Private operators complete the required services including cargo handling and movement outside the scope of the above government agencies and more.

Commitments in services for the Air Sub-sector are shared amongst MWTI, Samoa Airport Authority (SAA), Samoa Airways, Talofa Airways, Samoa Tourism Authority (STA) and carriers/airlines servicing inbound and outbound transport for passengers and freight. Services by others are also solicited to guarantee the safety and worthiness of infrastructures, vessels, and personnel.

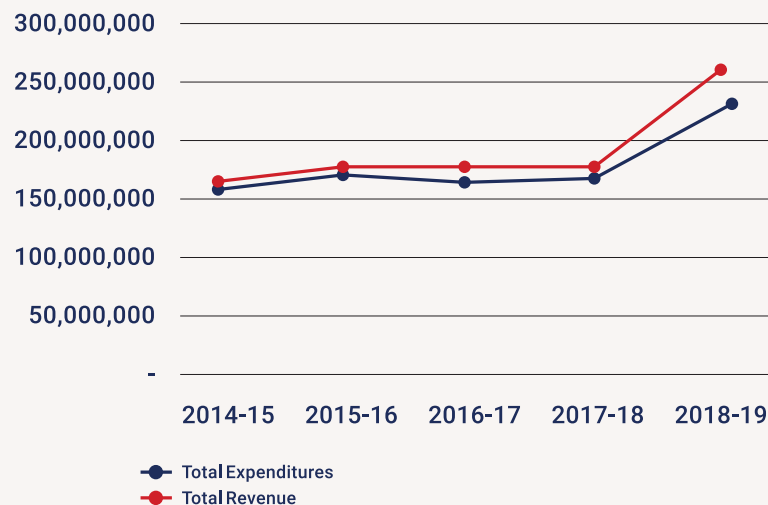
The Infrastructure Sub-sector services is implemented through the MWTI, Electric Power Corporation (EPC), Samoa

Water Authority (SWA) and all other government agencies, stakeholders of constructions and developments. Scope of Infrastructure as indicated within the Samoa National Infrastructure Strategic Plan is inclusive of Energy, Telecommunications, Water, Solid Waste (Sustainable Waste Management), Roads, Sea Ports and Air Ports. The Minister for Transport and Infrastructure Sector's portfolio includes the same utilities except for Communication and Waste. However, since national development is driven through the Sector Wide Approach, utility services mentioned above are now recognized Sectors with its own mandates. Therefore, Infrastructure Sub-sector services in the Transport and Infrastructure Sector Plan (TISP), refers to land use planning, ensuring the safety of all constructions, management of infrastructural assets, monitoring the social and environmental impacts of developments, and strengthening electricity and water infrastructures.

1.2 Sector Performance as Informed by the Sector Plan Review 2019

On average, the Transport and Construction Sector contributes 10.7% of the nation's GDP growth annually.

Sector Total Revenue vs Total Expenditures 2015-2019



The Sector's financial performance overall, was recorded vibrantly operational with the ability to service its expenditures from earnings collected through government allocations, fees and charges, and donor funds. Total revenue versus total expenditure provides proof of the Sector operating on profit throughout the Sector Plan period. Consequently, profitability was not equally shared when profit and loss were assessed at the Sub-sector level. Whilst Air and Sea Sub-sectors acquire profit, it is normal for the Land Sub-sector to expend all its funds to construct and maintain road networks. A significant financial concern occurred when revenue collection functions of LTA were removed in 2019 as they accrued an average of 15 million annually¹.

Figure 2: Total Revenue vs Total Expenditure

1 Review Report of the Transport Sector Plan 2014-2019



The overall performance of the sector against set indicators was recorded satisfactory as indicated in the matrix below²:

Outcomes	Indicators	Assessment/Status
<p>1.1 Efficient and effective policy, legislative, regulatory and institutional framework for transport sector.</p>	<p>TSSC and TSCU established to coordinate and plan implementation by Dec 2014</p>	<p>Achieved: TSSC was approved establishment in 2014. In 2018 it was renamed TISAC together with establishment of 4 Subsector Working Groups. TSSC upon its sanctioning met quarterly to monitor sector works in pursuit of the TSP TSCU was approved establishment by Cabinet in 2018 under the name TISCD. The team (ACEO, Principal Procurement, Principal M&E, Principal Safeguards and Principal Finance Management) was all onboard by April 2019.</p>
<p>2.1 Construct and maintain road network to acceptable engineering standards.</p>	<p>5% increase per annum for length of roads constructed and maintained to acceptable engineering standard</p>	<p>Achieved: The length of roads constructed and maintained to acceptable standards exceeds 5% of total networks annually. A compilation of minor works, capital works and routine maintenance provides a fair assessment of road network works that would equate to all road works done. Recovery emergency works as a result of cyclones (Nov 2015 – Tuni, Apr 2016 – Amos, Feb 2018 – Gita) as well as flooding impacts every year consumes resources and time to ensure proper maintenance of road networks. Thus it should be accounted together with works assessed towards this indicator.</p>
<p>2.2 Increased safety and efficiency of road transport services.</p>	<p>Improve the Samoan economic corridor</p> <p>Implement Alternative Routes into Apia from the WCR</p> <p>Implement Alternative route to Apia</p>	<p>Achieved with works on-going: Roads and crossings have been improved from Matautu to the CBA and towards the Industrial area. Improvement of roads from Faleolo to Vaitele is underway. Alafaalava Road had undertaken upgrades over the Sector Plan period and is also in the pipeline for improvement under SCRTP and upcoming projects Leone and Lotosamasoni Bridge had been constructed. An extension of the Lotosamasoni road is in the pipeline to meet the road that cuts through Faatoia going to Vaivase.</p>

<p>2.3 A road transport system which accommodates all road users.</p>	<p>Improved paved footpaths</p>	<p>Achieved with works on-going: Most Urban Roads are constructed with footpaths. Pedestrian footpaths are generally included in reconstruction and upgrades within the CBA at where there is heavy on-foot traffic. Road reconstruction and rebuilds incorporate road safety measures for all road users including pedestrians with disabilities. Whether it's in the CBA or road heading towards the rural, pedestrian safety is a standard priority.</p>
<p>2.4 Improved management of traffic on road network.</p>	<p>Traffic Management in CBA(central business area)</p>	<p>Partially Achieved and works continue: Road Safety programs have been active Strict driver licensing programs Installation and enforcement of the use of Parking Meters Improved alternative route into the CBA Vehicle numbers continue to rise More road activities are in the pipeline for improvement of road networks in the CBA.</p>
<p>3.1 Improved safety and security systems and compliance for all ports and maritime-related services providers.</p>	<p>All Ports Comply with IMO Standards</p>	<p>Achieved: The general overall finding of the audit was that the main international port complied with the ISPS Code 2003 also known as the requirements under SOLAS (convention for Safety of Life at Sea) Chapter XI-2. As we await the delayed audit due to the pandemic, Maritime agencies continues to implement projects for improvements Ports and shipping services.</p>
<p>3.2 Improved operational efficiency and financial performance of maritime agencies.</p>	<p>SPA and all maritime Agencies achieve sustainable level of profitability</p>	<p>Achieved: Maritime Sector Agencies in totality earned a profit of approximately \$42m. SPA in particular which noted a loss in 2014/2015 had made significant improvements in the million since 2015/2016 to 2018/2019. By the closure of accounts at 30th June 2019 SPA recorded a profit of \$8,688,327. Similarly SSC and SSS also closed accounts in 2019 with profit although not as significant.</p>

<p>4.1 Expanded international air transport infrastructure that meets international safety and security standards.</p>	<p>Faleolo International Airport complies with International Safety Standards</p>	<p>Achieved: Faleolo International Airport complies with international standards and has further been developed to provide satisfactory customer experience</p>
<p>4.2 Improved domestic air transport infrastructure and services that meet national safety and security standards.</p>	<p>Ensure all domestic airport operations comply with national standards, passenger processing facilities upgraded to satisfy customer needs</p>	<p>Achieved: Both Maota and Asau continue to be operational under AC139-7 Standards.</p>
<p>5.1 Environmentally sustainable, energy efficient and socially responsible transport infrastructure and services.</p>	<p>Annual Report on Transport Carbon Emission</p>	<p>Not achieved:</p> <ul style="list-style-type: none"> • No annual report by the sector was compiled to record an inventory transport carbon emission over the TSP period. • Despite the few actions taken to minimize gas emission, records still show increase in emission over the TSP period.
	<p>Reduced Fuel Consumption by 2% per annum</p>	<p>Partially achieved: Data recorded for transport sector (maritime and land) fuel consumption illustrates an increase every year from 2016 to 2018 with a slight drop of 1.8% in 2019³. Several other activities and strategies were undertaken by the different subsectors in pursuit minimizing impacts of climate change.</p>
	<p>Increased use of social impact assessment for future projects</p>	<p>Achieved: Social and Environmental impact assessments is now a must do for all projects. Assessment of project impacts on Gender Based Violence has also been enforced separate assessment from social issues for some projects.</p>

3 Data provided by MOF Energy Division

It successfully achieved 79% of the determined indicators, 14% were somewhat partially met and only one was not achieved. The deliverables recorded are attributed to the performance of several works which add up to the realization of the following:

- Improvement of Samoa's economic corridor – improved roads and alternative routes that link ports and airports to the Central Business District (CBD) and the industrial area;
- Enforcement of construction standards for roads, strengthening safety for all users, and climate resilience measures;
- Development, upgrade, and maintenance of port and airport terminal facilities and other related services;
- Improvement of safety and security systems for all ports and airports;
- Efficient management and coordination of services in compliance with international standards in both Air and Sea Sub-sectors;

4 Review Report of the Transport Sector Plan 2014-2019

- Integration of best practice climate change resilience measures into the design and planning of all infrastructural asset built; and a
- Strengthening of governance framework for the Sector 4.

Furthermore, works progressing and pipelined will result in the full realization of unmet targets. The review also provided recommendations duly considered during the development of this Plan.

Notably, despite the satisfactory performance of the Sector, our nation's economy has been declining since the end of 2019 due to the impacts of the measles epidemic and COVID-19 pandemic. The pandemic severely affected economic development activities, growth, and stabilization of opportunities for markets and employments, evident in the performance of many industries including the Transport and Construction Industries which are economic identifiers for the TIS. This downturn was given great attention during the formulation of this Plan.



1.3 Context of the Plan

In February 2022 the new National Direction, the “Pathway for the Development of Samoa FY2021/22-FY2025/26 (PDS)” was launched. Its Vision – *‘Fostering social harmony, safety and freedom for all’*; the Theme – *‘Empowering communities, building resilience and inspiring growth’* and Key Strategic Outcomes, coupled with legally mandated responsibilities of Sector agencies are the foundational pillars of the Transport and Infrastructure Sector’s development priorities in consultation with its stakeholder.

The Transport and Infrastructure Sector Plan (TISP) is developed to set the TIS pathway and its contribution to the development of Samoa over the next five years with key sector priorities pursued at the Sector, Sub-sector and agency level. The sector strives to deliver on its core responsibilities and assure collaborations with other sectors to meet its commitments and obligations.

A Monitoring, Evaluation and Learning section is included to dictate tracking and periodic reviews to determine implementation progress and identify learning interventions to continuously inform better ways for going forward ensuring the successful implementation of the plan.

It should also be noted that Sector priorities for this new Plan will prompt future priorities for prosperous communities and a better Samoa.



2.

Our Vision:



The overarching objective of the TISP is to effectively contribute to the realization of the national vision and theme through the achievement of its sector vision as illustrated below.

The Sector vision recognizes that advancements in transport connectivity will empower and enable our communities' economic and social interactions throughout. Transport is the means to enable trade at all levels, facilitate access to essential services and improve mobilization to and from for all. Thus, we aspire to nurture growth that benefits all, as transportation provides the lifeline of possibilities and access to opportunities for our nation.

The Sector vision also recognizes climate resilient developments in building community prosperity, enhancing security, and guaranteeing sustainability and protection for our people and the environment. More importantly, the vision, recognizes our obligations and commitments to minimizing the impacts of climate change and working with other Sectors in pursuit of a green Samoa.

Our aspirations as a nation as expressed through the PDS are the focus of Sector development priorities for the next five years.



Figure 3: National Vision, National Theme and Sector Vision

An aerial photograph of a tropical village. A paved road runs vertically through the center, flanked by dense green vegetation and numerous small houses with colorful roofs. A river or stream flows along the right side of the road. In the foreground, there is a dark, sandy beach area. The background shows rolling green hills under a cloudy sky. A green horizontal bar is at the top, and a green square with the number '3.' is on the left side.

3.

Underlying Themes at the core of the Transport and Infrastructure Sector Services

Figure 4: Core themes of the Transport and Infrastructure Sector Services



Connectivity

To provide a platform to connect trading transactions both locally and internationally. Thus, connectivity in this essence is key to economic growth and we aspire to provide efficiency.

Accessibility and Mobility

To improve access for all to essential services and desired destinations for the improvement of life strengthened through eased mobilization.

Resilience and Sustainability

To improve the quality of our Infrastructures and developments with durability in withstanding disturbances, long term sustainability, environmentally and socially appropriateness.

Safety and Security

To ensure the safety and security for all.

Governance

To improve the governance framework required to drive the Sector to success.

4.

Our Goals



1. Administer and govern sector developments in an effective manner **to ensure that all its subsectors are harmoniously institutionalized**
2. Design and construct infrastructural developments **to ensure sustainability and resilience to climate change**
3. Strengthen the safety and security of aviation services **to improve connectivity for Samoa to the outside world**
4. **Strengthen** local and international **commerce and trade** through dependable maritime operations
5. **Improve connectivity, mobility, and accessibility** through safe and climate-resilient road infrastructures



5.

**Our priorities for the
next five years**

PATHWAY FOR THE DEVELOPMENT OF SAMOA (PDS) 2021/22 - 2025/26

"Fostering social harmony, safety and freedom for all"

KS0 1 Improved Social Development

GOAL 1 KO 2 & KO 3

KS0 2 Diversified and Sustainable Economy

GOAL 1 KO 2 & KO 3

GOAL 2 KO 4

GOAL 4 KO 10

GOAL 5 KO 16

KS0 3 Security and Trusted Governance

GOAL 1 KO 1

GOAL 4 KO 11

GOAL 5 KO 14

KS0 4 Secured Environmental and climate Change

GOAL 2 KO 4

GOAL 3 KO 8

GOAL 4 KO 12

GOAL 5 KO 14

KS0 5 Structured Public Works and Infrastructure

GOAL 2

GOAL 3 KO 8 & KO 9

GOAL 4 KO 13

GOAL 5 KO 15 & KO 16

TRANSPORT & INFRASTRUCTURE SECTOR PLAN (TISP) 2022/23 - 2026/27

"Strengthened connectivity, with eased accessibility through secured transport services and safeguarding the resilience of our infrastructural and land developments to elevate the quality of life for all"

GOAL 1

Sector is harmoniously institutionalized to effectively administer and govern sector developments

K01: Improved sector administration and governance

K02: Sector capacity in all its realms are improved to provide required services for the effective implementation of Sector responsibilities

K03: Sector strategically contributes and meets its obligations towards the development of other sectors and government economic development initiatives

GOAL 2

Infrastructural developments effectively designed and constructed to ensure sustainability and resilience to climate change

K04: Sustainability and resilience to climate change of community developments is improved

K05: Infrastructural developments for the nation in support of economic developments and in response to disasters and climate changes is evidence based and effectively forecasted

K06: Government is soundly informed of the conditions of Public Infrastructural Assets for Management purposes

K07: Social and environmental impacts of floods are controlled and reduced

GOAL 3

Strengthen the safety and security of aviation services to improve connectivity for Samoa to the outside world

K08: Improved climate resilience, safety and security of airports (Enhanced infrastructure and technology maintenance and management)

K09: Future of both domestic and international aviation services for Samoa is effectively forecasted

GOAL 4

Strengthen local and international commerce and trade through dependable maritime operations

K010: Business vibrancy of the Sea Subsector is significantly improved and made affordable

K011: Improved administration and governance frameworks and processes for the Sea Subsector

K012: Social and environmental impacts of maritime operations and services effectively mitigated

K013: Improved connectivity via climate resilient, secured and safe ports and vessels.

GOAL 5

Improve connectivity, mobility and accessibility through safe and climate resilient road infrastructures

K014: Improved subsector accountability collaboration and responsiveness

K015: Improved road safety for all road users

K016: Increased and improved road networks to enable trading at all levels and enhanced public accessibility and mobility

KSO: Key Strategic Outcomes (Government level)
KO: Key Outcomes (Sector level)
(All are interconnected)

Figure 5: Linkage of the TISP to the PDS

Our priorities are delivered through five Strategic Goals that foreseeably should be achieved under sixteen Key Outcomes. Goals focus on the strategic outcome of priorities for each of the four Sub-sectors and an additional goal which centers on Sector's Governance and Administration. All Sector agencies except for the MWTI are State Owned Enterprises (SOE) which are institutionally arranged to report to a Board of Directors. Hence, the importance of having the added goal to enforce and enhance the Sector's existing governance framework, to pull the Sector together to own and deliver on its national responsibilities.

Goals are multi-faceted requiring flexible or open strategies and actions to clearly depict the scope in which priorities should be interpreted for the determination of operational activities. Strategies and actions are intended at the Sector level allowing sector agencies to strategically and operationally identify how they would each contribute through their Corporate Plans and Annual Management Plans.

Whilst the Goals are indicative of sub-sector responsibilities, the Key Outcomes are crafted to ensure alignment of TIS obligations to Key Strategic Outcomes of the Pathway for the Development of Samoa 2021/2022-2025/2026. Figure 2, provides an illustration linking deliverables of the TIS to the Nations aspirations.

GOAL 1: Administer and Govern Sector Developments in an effective manner to ensure that all its subsectors are harmoniously institutionalized

The achievement of Sector Goals requires workable governance framework that engages and empowers sector agencies and stakeholders to work together in pursuit of set priorities. This approach is required at the Sub-sector and agency level to ensure planned priorities are executed accordingly, policy decisions and legislated reviews identified are actioned to accommodate legal frameworks and supportive policies for improvements.

Stakeholder buy-in, support, and engagement through various measures need to be transparent to keep them informed of sector activity progression adding value and diversity to business ventures and employment opportunities for growth. Furthermore, sustaining dynamic relations with international stakeholders (e.g., Donor Partners) is to be maintained due to valuable contribution through finances and technical expertise enabling the Sector to achieve its goals.

Effective governance needs to be supported by a capable Sector through the identification of capability gaps and remedial interventions as the TIS is the backbone of

the country's economy with notable drastic effects if not managed well. In placing emphasis on that soon, Samoa will be able to source the required expertise to implement Sector developments and operations in-country. It is a big and costly undertaking, but beneficial to the country futuristically. It requires collaboration and strong coordination with certifiers of technical skill sets and effective strategies from government to strengthen the private sector and communities.

Whilst the Sector embarks on the implementation of its core priorities, there are inter-sector national responsibilities that require collaboration such as Samoa's commitment to mitigating climate change, and the revival of the Tourism Sector to name a few. Thus, effective coordination and networking should motivate the Sector to be on top of added obligations.

The Sector also recognizes its contribution to economic stability through the labor mobility scheme promoted under the PDS. The TIS is multi-disciplinary, employing key skill sets in heavy machinery operation, construction, air-traffic controllers, and seafarers are a few examples. Whilst some of the skills-sets require formal recognition, other professional disciplines like seafarers need progression towards a higher level for advancement. During COVID, demand for seafarer officials was highly sourced; however, Samoa was not able to utilize the opportunity due to challenges with the formal qualification level required.



SECTOR GOVERNANCE AND ADMINISTRATION	
Administer and govern sector developments in an effective manner to ensure that all its subsectors are harmoniously institutionalized	
Strategies	Actions
KO 1: Improved Sector Administration and Governance	
Ensure the existence of credible and workable administrative and governance arrangements to effectively guide the implementation of Sector developments	Strengthen the governance framework of the Sector to facilitate cohesive working relations that will enable and enforce Sector stakeholder collaboration
	Strengthen legislations and policies to support and improve the Sector and Sector Agencies' performances and services
	Align Sector Agencies Plans to reflect National priorities
	Strengthen Sector Financial planning for administrative, reporting and decision-making purposes
Keep Sector stakeholders informed	Strengthen public awareness of the Sector's contribution to the nation, Sector government agencies and private sector partnerships', Sector's future plans, and what the Sector offers in terms of business and employment opportunities
Sector relationships and partnerships with key international stakeholders are valued, sufficiently informed, and sustained	Develop strategies to enhance and ensure the inclusion of Development Partners and other relevant international stakeholders in driving strategic developments for TIS
KO 2: Sector capacity in all its realms is improved to provide required services for the effective implementation of Sector responsibilities	
Ensure TIS has capable stakeholders to deliver its responsibilities	Strengthen the Sector's capacity
	Promote and lend support for local tertiary institutes to provide formal education qualifications and vocational trainings for technically required skill sets.

Table 1: Goal 1: Sector Governance and Administration

KO 3: Sector strategically contributes and meets its obligations towards the development of other sectors and government economic development initiatives

Improve Inter-sector coordination and networking via identifying and delivering TIS obligations to the development of other sectors and other government initiatives	Develop and consolidate Sector Plan to indicate TIS obligations/contribution to other Sectors
	Improve international connectivity to tender support for economic/trading initiatives
	Develop a strategy to advance the formal recognition and certification of adoption of TIS skills sets into the labor mobility scheme

GOAL 2: Design and construct infrastructural developments to ensure sustainability and resilience to climate changes

(Note: development in this context – refers to infrastructural assets/constructions and all other developments that cause changes to the environment, e.g., quarry sand mining, civil constructions such as roads, dams, bridges, power lines, piping circuits, underground trenching, etc.)

As our nation aspires to advance Human Development, our vulnerabilities in size and geographical remoteness poses threats to our developments. The cascading impacts of these threats when encountered slows down and hinder our drive for human and community empowerment.

Thus, the resilience, safety, and sustainability of our developments should be enforced from the planning phases to maintenance thoroughly.

As the TIS, it is our responsibility to ensure that districts and communities are correctly informed through evidence-based advice for any development. It is also our responsibility to ensure the existence of a legal platform to enforce resilient measures.

In our quest for shared prosperity, urban-rural interdependency relationship plays a critical leading role in planning townships and communities to thrive. Pull and push factors of urbanization increases the concentration and availability of essential services, reducing the proximity for community access and enhancing township development at different corners of Samoa.

Our pursuit for the advancement of human development and our wishes for community developments to thrive can be further necessitated through the availability of infrastructures to support efficiency in energy and water services. Thus, it is our responsibility to ensure the existence of required plants and resources for the provision of mentioned services to ease and advance living.

However, even if we are to erect all these developments and do not have the foresight of managing them properly to ensure sustainability, it will all be a short-lived investment.

Hence, why the country must have a Structured Infrastructural Asset Management framework/system to inform Infrastructural Asset Management decisions.

Continuous and regular impacts of flooding affecting us socially, environmentally, and economically is a constant struggle, that can only be minimized through improvements to our drainages.



INFRASTRUCTURE SUBSECTOR	
Design and construct infrastructural developments to ensure sustainability and resilience to climate change	
Strategies	Actions
KO 4: Sustainability and resilience to climate change of community developments are improved	
Ensure all Community built/developments are effectively planned	Provide evidenced-based advice to inform and support Community developments
Samoa has accommodative platform to enforce resilience and sustainable developments	Substantiate the existence of climate resilient measures and legislation to enforce its implementation on all developments
KO 5: Infrastructural developments for the nation in support of economic developments and in response to disasters and climate change is evidence-based and effectively forecasted	
Government has a clear vision of infrastructural developments to support the nations' economic growth	Identify Infrastructural Asset developments to strengthen the economy, and enhance the nations response to natural emergencies to ensure that events are accurately forecasted.
	Develop townships/centers or CBDs to assist the development of the nation
Electricity Infrastructural works for energy efficiency is strengthened in support of national and community developments	Construct and upgrade electrical infrastructures to improve energy supplies'
KO 6: Government is soundly informed of the conditions of Public Infrastructural Assets for management purposes	
Enforce and ensure the effective implementation of the Samoa Infrastructural Asset Management Strategy	Advise Cabinet via timely reports by the Infrastructural Asset Management Advisory Committee to convey situational analysis and corresponding recommendations
KO 7: Social and environmental impacts of floods are controlled and reduced	
Effective and efficient planning framework for prioritization of flood mitigation and drainage investments	Strengthen development control and flood drainage;

Table 2: Goal 2: Infrastructure Subsector

GOAL 3: Strengthen the safety and security of the aviation industry to improve connectivity for Samoa to the outside world

Connectivity provided through the aviation industry plays a vital social and economic role in Samoa's development. It is the predominant mode of travel taken to travel abroad and used by our visitors who contribute immensely to the 24% of GDP recorded as the Tourism Industry's share to the economy⁵. Air services also contribute to the movement of cargo inward and outward for trade and development, and it is also the preferred option for the transportation of emergency supplies.

Unfortunately, our geographic remoteness and low numbers of travelers (both in and out), makes us less favorable to investing airlines and destination seekers. Furthermore, our climate change vulnerabilities and the coastal location of our international airport also pose problems that the Sector needs fixing to ensure connectivity is uninterrupted.

For the next five years, we aspire to further developments for the Faleolo International Airport, to reach the full potential of its location, strengthen its resilience, and prolong its years of operability before the impacts of climate change void its worthiness. We have also prioritized improving and keeping our domestic airports operational. We will also commit to maintaining the safety and security of air services and ensuring effective management of airport infrastructures.

The fragile nature of our International Airport in terms of location means preparations for an alternative emergency international airport is paramount and a foresight for the continuation of international air services for future generations should be initiated.

The aviation industry was one of the most affected industries during the pandemic; therefore, the revival of aviation services and recovery from all the losses, as well as the ability to cope post COVID-19-pandemic would require effective strategisation for the air sub-sector to vibrantly contribute to Samoa's economy. Adaptable strategies should also constructively map-out the future of SAA to ensure it is at the forefront of keeping the Aviation sector operational.

5 Samoa Aviation and Roads Investment Project Appraisal Document



AIR SUBSECTOR	
Strengthen the safety and security of aviation services to improve connectivity for Samoa to the outside world	
Strategies	Actions
KO 8: Improved climate resilience, safety and security of airports (Enhanced infrastructure and technology maintenance and management)	
The capacity of airports are constructively strengthened	Develop Faleolo International Airport (FIA) to reach its maximum potential in facilitating international connectivity
	Improve airport emergency and security scanning equipment
	Ensure domestic Airports are operational.
	Strategize to maximize business opportunities that will arise out of future airport developments
Ensure the safety and security of aviation operations and services	Uphold safety and security of aviation services through strict compliance with set standards and recommended practices.
The management and sustainability of airport infrastructures are effectively strengthened	Improve the sustainability and resilience of airport assets to maintain critical mechanical and electrical assets that are critical to safety and operations at airports
	Also, protect infrastructure and operational assets from extreme weather and climate events thereby establishing a preventative maintenance culture
KO 9: Future of both domestic and international aviation services for Samoa is effectively forecasted	
Economic contribution of Air Subsector Strategically determined to revive its business vibrancy	Strengthen Business direction and capacity of Samoa's Air Subsector
The future of Aviation Services is strategically determined to ensure continuity without major disruptions	Determine the life span of Faleolo International Airport and recommend options for the continuation of International Aviation Services
	Improve domestic aviation services

Table 3: Goal 3: Air Subsector

GOAL 4: Strengthen national and international Commerce and Trade through dependable Maritime Operations

The economy of Samoa is also heavily dependent on the Maritime Sub-sector services which is predominantly the movement of cargo in both export and import, in addition the movement of goods and passengers between Upolu and Savaii, facilitates connectivity to neighboring islands like American Samoa and Tokelau, as well as being an additional mode for tourist arrivals.

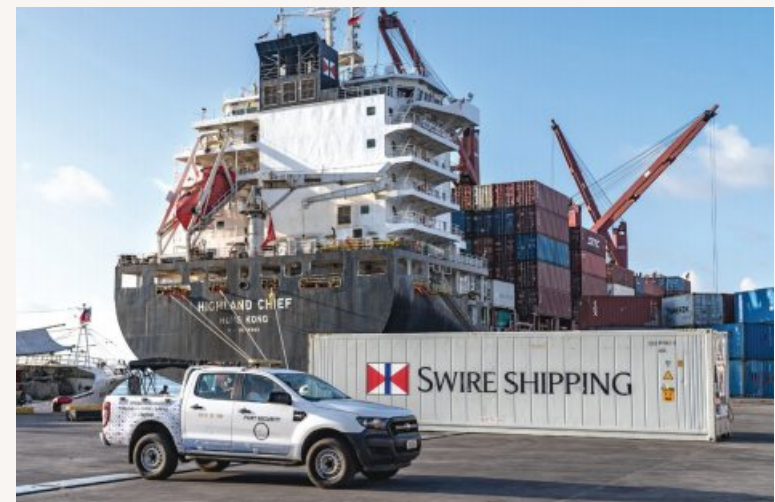
Unfortunately, our remoteness affects the quantity and frequency of vessels which validates rationale for developments to the Apia Port to accommodate a recommended commercial outlook and indeed, the Maritime's contribution to economic growth. Thus, a new business outlook for the sub-sector needs effective strategization to increase the frequency of vessels and sea services to be provided by our vessels as well as the exploration of open registry arrangements in pursuit of increasing economic benefits.

Moreover, in support of economic activities the Maritime subsector needs to be equipped with the relevant capabilities. We need our ports to be operational with Port capacities' that would accommodate vessels of different sizes, contain responsive cargo handling and landing facilities, with high resilience to climate change. We also need our

vessels to be operational and the crewing personnel to be competent and certified. In addition, we need a strong governance framework to support subsector developments, initiatives and stakeholder collaboration.

Furthermore, as the PDS places emphasis on labor mobility, we are to explore options that would enhance competencies and certification of our people to take our share of international labor demand.

Despite our ambitions for an improved international port, it is still prone to disasters due to its location. An oil spill or an explosion may even put international sea trade on-hold. Thus, similar to air services, we need to prepare an alternative emergency international port in the event of devastations to the current.



SEA SUBSECTOR	
Strengthen local and international commerce and trade through dependable maritime operations	
Strategies	Actions
KO 10: Business vibrancy of the Sea Subsector is significantly improved	
The effectiveness and efficiency of the sea subsector is improved	Conduct a business analysis to determine robust measures for the improvement of the Sea Subsector's financial performance and position.
KO 11: Improved administration and governance frameworks for the Sea Subsector	
Institutional arrangements and legal frameworks governing the administration of Sea Subsector services support the sectors' performance	Strengthen legislations and policies in support of a well governed Sea Subsector
	Review Samoa's shipping registry arrangements for a new intervention to increase business AND employment opportunities
	Ensure the existence of safety navigation policies for Ports & Shipping companies
	Strengthen compliance of vessels with national & international requirements
	Strengthen compliance with national & international working requirements
Networking and coordination amongst the Sea Subsector stakeholders is strengthened	Improve communication amongst Sea Sub-sector stakeholders.
KO 12: Social and environmental impacts of maritime operations and services effectively mitigated	
Sea sub-sector developments to promote environmental, social and gender safeguard matters	Establish new operational procedures and review old ones to support the Green Port Strategy
Clean energy investments are driven to strengthen green initiatives through our maritime services	Accelerate the decarbonization of the maritime sector to optimize energy efficiency with a specific focus on fishing vessels.
KO 13: Improved connectivity via climate-resilient, secured, and safe ports and vessels	
All Ports and related systems required for the improvement of services are upgraded to maximize their potential and to ensure security, safety and climate resilience	Strengthen capacity of the domestic and international port
	Climate-resilient and safe vessels to improve sea transportation standards

Table 4: Sea Subsector

GOAL 5: Improve connectivity, mobility, and accessibility through safe and climate-resilient road infrastructures

Land Transport is also a key contributor to the continuing economic development of the country, hence why the road networks must be protected from the effects of climate change. However, our geographical location and the small sizes of our islands position our road network and associated infrastructural assets vulnerable to the impacts of climate change and natural hazards, including (i) exposure to sea-level rise, storm surge, and wave action during cyclones and tsunamis; (ii) flooding and landslides associated with extreme rainfall events; (iii) damage from earthquakes and landslides; and, (iv) accelerated asset deterioration due to extreme weather and rising water tables. For the Land subsector to guarantee connectivity, facilitate trade in-country, and provide safe and efficient access, the following priorities have been identified.

A key aspect in achieving success, efficient processes, and fostering more innovation in the Sector is strengthening collaboration and engagement amongst Sector stakeholders. This is further supported by improving institutional arrangements and legal frameworks which set out the proper governing and administration roles of each Sub-sector agency.

Studies have shown that road safety management has been an ongoing challenge for Samoa. In the next five years, the Sector plans to improve road safety for all road users through (i) improving Design and Construction standards; (ii) strengthening the competency of vehicles and vehicle operators; and (iii) improving the management of traffic on road transport. This is supplemented by improving the quality of the road networks to increase the inherent safety and security features of all road assets and infrastructures. Furthermore, studies and assessments commissioned through the plan, will inform further road developments for years to come.

The Sub-sector also aims to increase the road network to boost the economic growth and productivity of all road users. This will further support the ultimate goal of the TIS in increasing accessibility to enable people's overall ability to reach desired services, developments, and opportunities.

Land Transport being the highest emitter of GHG has led to the subsector's commitment to several decarbonization measures and strategies in collaboration with other Sectors (Environment and Energy Sector).

LAND SUBSECTOR	
Improve connectivity, mobility, and accessibility through safe and climate-resilient road infrastructures	
Strategies	Actions
KO 14: Improve Land Subsector accountability, collaboration, and responsiveness	
Improve administrative and governance arrangements to facilitate effective regulations and implementation of Land subsector services and developments	Improve the legal and policy frameworks governing the administration of Land Subsector services and associated organizational structural arrangements
	Strengthen the Land Subsector's ability to fund road development works
	Strengthen collaboration, networking and awareness amongst Land Transport stakeholders
Government is made responsible for maintenance of all public roads	Register and consolidate all public roads into the government system
Improve access and equity in public transportation	Strengthen Public transport planning and responsiveness to equity and access needs of the population
Clean energy investments is driven to strengthen green initiatives through our land transport services	Accelerate inclusive decarbonization of the land transport sector with a focus on inclusive, accessible, and greener public transport systems
KO 15: Improved road safety for all road users	
Improve governance and coordination for road safety	Strengthen national road safety management capacity
Implement and integrate Safe System Approach to road safety	Make roads safer
	Make vehicles safer
	Develop interventions to guarantee the competencies of vehicle operators, behind the steering system of any vehicle type and ensure safety of Road Users
	Improve Post-crash response
	Foster and regulate Safe speeds
	Reinforce safety on road construction sites
Design, construction standards and maintenance of road transport infrastructures is effectively planned and implemented for improvement	Develop, regulate, and enforce national standards to guarantee climate resilience and safety of road infrastructures

Table 5: Land Subsector

KSO 16: Increased and Improved Road networks to enable trading at all levels and enhanced public accessibility and mobility

Design, construction standards and maintenance of road infrastructures is effectively planned and implemented for resilient improvements	Effectively develop, regulate, and enforce national standards to guarantee climate resilience and safety of road infrastructures
	Enforce adherence to Donor funded project criteria and requirements
Improve the quality of road networks	Establish efficient and cost-effective measures for quality assurance and monitoring
	Review and upgrade sector spatial planning tools to inform management of road networks
	Strengthen vulnerable roads and quality of roads heading to Apia CBD
	Strengthen vulnerable roads and quality of roads in the rural
Increase road networks to improve accessibility and mobility	Strengthen connectivity of rural roads
	Improve mobility in CBDs
	Improve accessibility to desired locations with effective road directory



6.

Implementation Arrangements



The TIS is a conglomerate of Government Ministries, State Owned Enterprises (SOEs), Non-government Organizations, Private Sector organizations, Community and Development Partners. To successfully implement the Transport and Infrastructure Sector Plan, a sector-wide approach will be strengthened through the Transport and Infrastructure Advisory Committee (TISAC) which has a composition representative of Sector Stakeholders.

This Committee is tasked to enforce the implementation of the Plan by providing oversight and making responsive decisions to ensure TIS is committed to elevating the quality of life for all. Further enforcement of TISAC’s commitment to driving the TISP are working groups formed for each of the 4 sub-sectors to vet matters and provide advice for TISAC’s deliberations.

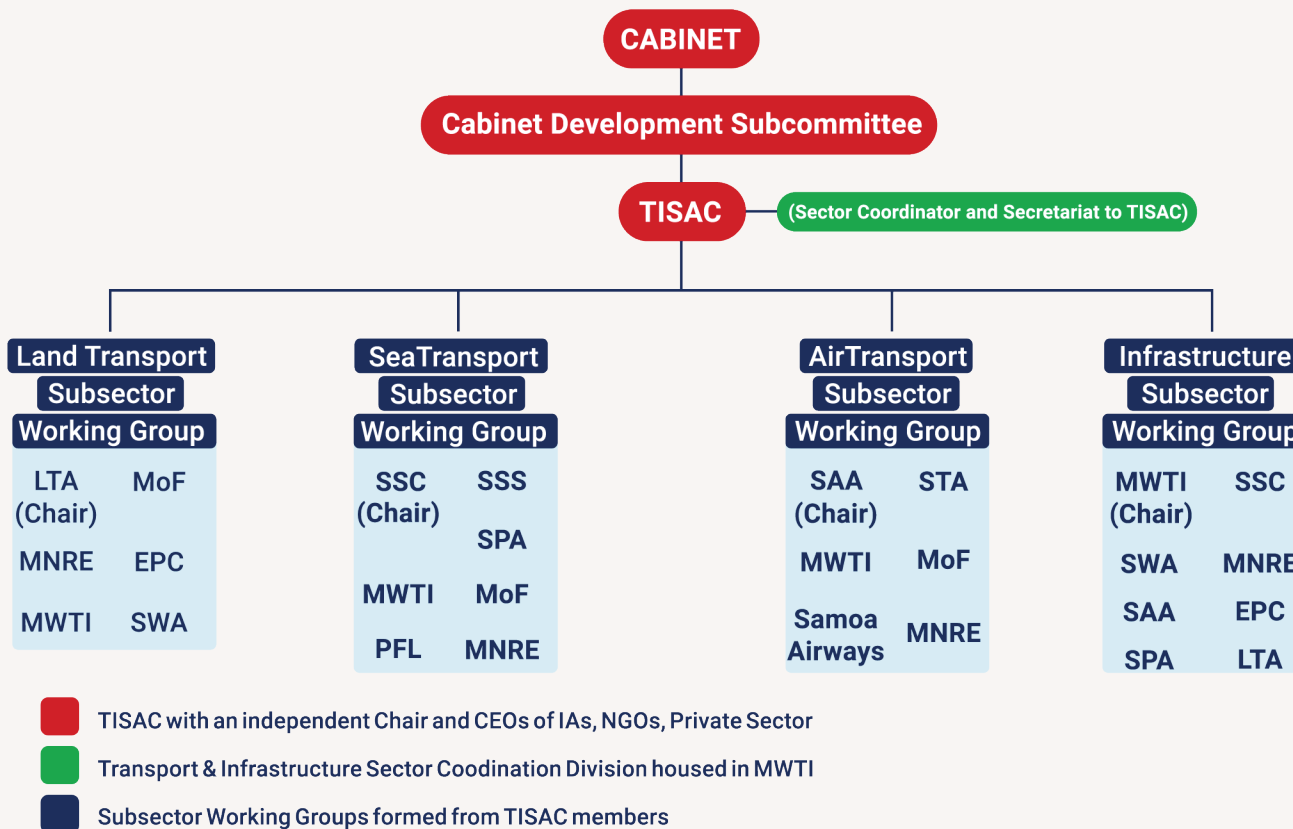


Figure 6: Transport & Infrastructure Sector Institutional Framework

7.

Monitoring Evaluation and Learning: The Key to a Successful Implementation



The Transport and Infrastructure Sector clearly indicates its pathway and contribution towards achieving National Priority Areas through this plan. The plan writes TIS's commitment at the Sector level to allow Sector Agencies to filter into their plans, Agency commitments towards the achievement of Sector priorities. The plan also dictates that all Sector Agencies' Corporate Plans be amended and aligned to reflect their commitments to the Sector. Therefore, the monitoring, evaluation and determination of learning solutions for adaptable ways going forward will be an all of Sector effort.

Table 6 to Table 10 represent Goals in sequential order, Key Outcomes (KO) expected to be achieved under each Goal, followed by Strategies which are narrowed into Actions and detailed into sector Activities that will be undertaken in pursuit of each Key Outcome. The table is further extended into the identification of indicators to measure what needs to be shown as an indication of completion or an incomplete activity. The template also indicates budget estimates and government agencies that have been made responsible for driving activities. Whilst the indicators are clear it may require further filtration into agency indicators/activities for the full realization of proposed strategies. The sequential tracking from indicators (of Agencies Corporate Plans and

those of the Sector Plan) to activities, and continuing onto actions and strategies informed through reports submitted by responsible Agencies during Subsector Working Group meetings and later to the TISAC illustrates the monitoring blueprint that will be activated to determine the status of the plan's implementation.

Whilst we collect data for monitoring purposes, it may also provide understanding on why activities are the way they are, why it is delayed or on-target allowing us to make adaptable suggestions to move forward. However, the actual evaluation is scheduled to take place annually to thoroughly examine reasonings behind implementation issues and proposed solutions. Whilst we identify implementation problems through evaluation, we will also uncover the reasons behind the problems. In learning to understand the latter and former, we should be able to strategize on interventions that will fix the problem and provide better approaches to effectively inform the implementation of the Plan.



SECTOR GOVERNANCE AND ADMINISTRATION

GOAL 1: Administer and govern sector developments in an effective manner to ensure that all its subsectors are harmoniously institutionalized

Key Outcome 1: Improved Sector Administration and Governance

Key Outcome 2: Sector capacity in all its realms is improved to provide required services for the effective implementation of Sector responsibilities

Key Outcome 3: Sector strategically contributes and meets its obligations towards the development of other sectors and government economic development initiatives

Strategies	Actions	Activity	Indicators	Estimated Budget (\$)	Responsible
KO 1: Improved Sector Administration and Governance					
Ensure the existence of credible and workable administrative and governance arrangements to effectively guide the implementation of Sector developments	Strengthen the governance framework of the Sector to facilitate cohesive working relations that will enable and enforce Sector stakeholder collaboration	Conduct a review of the current governance framework and organizational institutional arrangements within Transport and Infrastructure Sector (TIS)	Review report and recommendations approved and implemented by Jan 2024	USD \$80,000	MWTI
		Existing implementation arrangement of the Sector Plan via Transport and Infrastructure Sector Advisory Committee (TISAC), Sub-Sector Working Groups and Implementing agencies effectively monitored and evaluated.	Monitoring and evaluation of TIS developments is effectively and routinely reported to inform decision making purposes.	USD \$20,000	MWTI

Table 6: MEL Goal 1: Governance and Administration

	Strengthen legislations and policies to support and improve the Sector and Sector Agencies' performances and services	Conduct legislative and policy reviews to address required changes for the advancement of the Sector and Sector agencies' performances and services	Primary and secondary legislations to support Land, Air, Sea, and Land development services amended accordingly	USD \$240,000	ALL Sector Agencies
	Align Sector Agencies Plans to reflect National priorities	Sector Agency Corporate Plans are reviewed to reflect Agency responsibilities to the Sector	All Corporate Plans reviewed to reflect Sector priorities by the first anniversary of the Sector Plan	USD \$50,000	ALL Sector Agencies
	Strengthen Sector Financial planning for administrative, reporting and decision-making purposes	Develop Medium Term Expenditure Framework (MTEF) for the Sector	MTEF completed by August 2023	USD \$30,000	MWTI
Improve public awareness of the Sector's contribution to the nation, Sector government agencies and private sector partnerships', Sector's future plans, and what the Sector offers in terms of business and employment opportunities	Keep Sector stakeholders informed through the delivery and implementation of effective awareness programs	Awareness programs on the Sector's contribution to the nation, services, partnerships, and employment opportunities conducted	Annual TIS Open Day	USD \$50,000 (US\$10k a year)	ALL Sector Agencies
			Awareness programs by Sector Agencies improved	USD \$50,000 (US\$10k a years)	All Sector Agencies
		Inform Stakeholders of all incoming (Development Partner funded) projects	Project operations policies are improved to enforce stakeholder consultation at specific times	USD \$20,000	ALL Sector Agencies

Sector relationships and partnerships with key international stakeholders are valued, sufficiently informed, and sustained	Develop strategies to enhance and ensure the inclusion of Development Partners and other relevant international stakeholders in driving strategic developments for TIS	Solicit Cabinet approval to support the participation of all development partners at the TIS Advisory Committee	Cabinet directive to approve the participation of Development partners is acquired and actioned	USD \$0,000	MWTI
		Inform Stakeholders of all incoming (Development Partner funded) projects	Complete and implement Communication Plans for all incoming project.	USD \$20,000	MWTI/ALL
KO 2: Sector capacity in all its realms is improved to provide required services for the effective implementation of Sector responsibilities					
Ensure TIS has capable stakeholders to deliver its responsibilities	Strengthen the Sector's capacity	Identify Sector capability gaps and remedial interventions in support of a capable TIS.	TIS Capability Plan developed and implemented by the first anniversary of the Sector Plan.	USD \$120,000	MWTI/ALL
			Personnel capacity/competencies improved and adequate numbers of staff are employed to improve performance	USD\$0.00	ALL Sector Agencies
	Promote and lend support for local tertiary institutes to provide formal education qualifications and vocational trainings for technically required skill sets.	Commission a task force to develop a framework on how to effectively work with local tertiary institutes to deliver and certify technically required skill sets	Framework approved by TISAC for funding support	USD \$100,000	MWTI/IPES/SQA/NUS/ALL
			Two formally certified courses implemented by the end of the Sector Plan	USD \$100,000	MWTI/IPES/SQA/NUS/ALL

			Strategy to retain and ensure Samoa has sufficient supplies of people with technical skills to execute works for the TIS is developed and implemented	USD \$50,000	MWTI/ All Sector Agencies/ MFAT/ MOF/ PSC
KO 3: Sector strategically contributes and meets its obligations towards the development of other sectors and government economic development initiatives					
Improve Inter-sector coordination and networking via identifying and delivering TIS obligations to the development of other sectors and other government initiatives	Develop and consolidate Sector Plan to indicate TIS obligations/contribution to other Sectors	M&E template for T&I Sector Plan reflects indicators to measure the performance of TIS obligation to other sectors as well as the identification of responsible agencies	Progress of works in collaboration with other Sector's is routinely reported to TISAC.	USD \$0.00	MWTI/ All Sector Agencies
	Improve international connectivity to tender support for economic/trading initiatives	Negotiate Air Services Agreements with other States to allow for increased Accessibility and Connectivity for Samoa through International Air Transportation	Finalize beneficial Air Service Agreements with relevant States	USD \$0.00	MWTI/ SAA/ MFAT/ MPE/ MOF
	Develop a strategy to advance the formal recognition and certification of adoption of TIS skills sets into the labor mobility scheme	Commission a task force to develop a framework on how to effectively work with local tertiary institutes to deliver and certify technically required skill sets	Framework approved by TISAC for funding support	USD \$100,000	MWTI/IPES/ SQA/NUS/ ALL
		Government to explore the establishment of Samoa Institute of Maritime Studies as advised by the 2019 study – “Rationalizing Maritime Studies in Samoa” funded by AusAid	Cabinet directive is received by May 2023.	USD\$0.00	MWTI



INFRASTRUCTURE SUBSECTOR

GOAL 2: Infrastructural developments effectively designed and constructed to ensure sustainability and resilience to climate change

Key Outcome 4: Sustainability and resilience to climate change of community developments are improved

Key Outcome 5: Infrastructural developments for the nation in support of economic developments and in response to disasters and climate change is evidence-based and effectively forecasted

Key Outcome 6: Government is soundly informed of the conditions of Public Infrastructural Assets for management purposes

Key Outcome 7: Social and environmental impacts of floods are controlled and reduced

Table 7: MEL Goal 2: Infrastructure Subsector

Strategies	Actions	Activity	Indicators	Estimated Budget (\$)	Responsible
KO 4: Sustainability and resilience to climate change of community developments are improved					
Ensure all Community built/developments are effectively planned	Provides evidenced-based advice to inform and support Community developments	Review and update Community CIM Plan to ensure it covers potential developments a community can explore in relation to its environment.	Complete review and update of CIM Plans by January 2025	USD \$300,000	MWTI/MNRE/MWCSD/MAF/MCIT MWTI/MNRE/MWCSD/MAF/MCIT
		Awareness programs are rolled out to convince communities of the value and meaning of CIM Plans and how it can be used to inform community developments	Complete awareness programs by May 2025	USD \$50,000	MWTI/MNRE/MWCSD
		Carry out feasibility study to inform zoning policy for all of Samoa, to determine boundaries for residential, developments, farming....etc	Zoning Policy to be completed by July 2025	USD \$1,000,000	MWTI/MNRE

Samoa has accommodative platform to enforce resilience and sustainable developments	Substantiate the existence of climate resilient measures and legislation to enforce its implementation on all developments	Enforce the implementation of the Building Code	Legislation to legally enforce the National Building Code	USD \$100,000	MWTI, FESA, MCIL, MWCSO and other relevant agencies
			50% of Builders nationally are formally certified by 2027	USD \$100,000	MWTI
		Strengthen Environmental, Social, and Gender Safeguards legislation in relation to infrastructural developments	Review PUMA Act 2004 to enforce the government's commitment to social and environmental safeguards	USD \$150,000	MWTI/ AG/ MNRE/ MWCSO/ MOF
			Review Environmental related legislation to enforce our commitment to climate resilience	USD \$150,000	MWTI/ MNRE/ AG
KO 5: Infrastructural developments for the nation in support of economic developments and in response to disasters and climate change is evidence-based and effectively forecasted					
Government has a clear vision of infrastructural developments to support the nations' economic growth	Identify Infrastructural Asset developments to strengthen the economy, and enhance the nations response to natural emergencies to ensure that events are accurately forecasted.	Develop a long-term Plan for Samoa's Infrastructural Developments	Plan to be ready and submitted by January 2025	USD \$250,000	MWTI

	Develop townships/ centers or CBDs to assist the development of the nation	Conduct urban development studies to determine potential risks for the sustainable management of CBDs	Study Report to be submitted by January 2025	USD \$300,000	MWTI
		Conduct a feasibility study to determine suitable sites for the development of CBDs in rural areas to catalyze the development of communities	Study report to be submitted by January 2025	USD \$500,000	MWTI
			Township Plan to identify the sites and services for the CBD to be completed by Jan 2027		MWTI
			Plans for Faleolo Township approved by PUMA Board as well as building permits to be approved by MWTI		MWTI
Electricity Infrastructural works for energy efficiency is strengthened in support of national and community developments	Construct and upgrade electrical infrastructures to improve energy supplies'	Construction of new electricity lines under the CSO	Complete 90% of approved CSO applications annually	USD\$ 7,000,000.00	EPC
		Design, Supply, Install and Commissioning of Containerized Generator Sets for EPC NCDC Fuluasou and Savaii Power Station	Commission all new generators by the end of 2024	USD\$ 5,000,000.00	EPC
		Engineering Supply and Construction of Tiapapata Small Hydro Power Station	Commissioned by end of 2025	USD \$7,000,000.00	EPC

		Electrical Network upgrades	Transmission and Distribution networks fully upgraded in 5 years	SAT \$10,000,000.00	EPC
		Savaii Additional Diesel Power Station -Savaii N-2	Construct and commission new power station in Savaii in the next 5 years	USD \$5,000,000.00	EPC
Water Infrastructural works for efficient supplies is strengthened in support of national and community developments	Construct and upgrade water infrastructures to improve supplies	Investigate alternative sources of water supply for water security in the event of drought/ natural disasters. i.e Desalination Plant etc	To pilot an alternative source supply by December 2024	USD \$150,000	SWA
		Increase wastewater & sanitation service coverage to cater for Urban residential areas.	To extend Apia Urban Area Centralized Wastewater coverage guided by GCF Integrated Sewerage Feasibility study 2023.	USD \$10,000,000	SWA
		Expanding investment in climate change resilient water infrastructure to ensure sustainable water supply for urban and rural communities.	Install supplementary groundwater boreholes for all SWA Water Treatment Plants to ensure water access during drought periods.	USD \$4,000,000	SWA
	Enhancing water treatment methods and facilities across Samoa.	Conduct feasibility study and invest in technical assistance for effective water treatment facility design.	Complete design and implementation plan for at least two new water treatment plants by December 2025.	\$USD 1000,000.	SWA

		Invest and construct enhanced water treatment infrastructure for existing surface water intake sources.	Complete construction of water treatment plant infrastructure at Afiamalu & Tiavea, Lotofaga Safata River intakes.	\$USD 6,000,000	SWA
KO 6: Government is soundly informed of the conditions of Public Infrastructural Assets for management purposes					
Enforce and ensure the effective implementation of the Samoa Infrastructural Asset Management Strategy	Advice Cabinet via timely reports by the Infrastructural Asset Management Advisory Committee to convey situational analysis and corresponding recommendations	MWTI Establish a resource Asset Management and Resilience Office (AMRO)	Cabinet Directive to approve the establishment of AMRO by December 2023	USD \$300,000	MWTI/ Asset Management Steering Committee/ PSC
		MWTI AMRO to facilitate asset management capacity development and training	Asset Management Steering Committee (AMSC) to approve capacity development and training by June 2024	USD \$50,000	MWTI-AMRO



		Valuation of all Infrastructural Assets	Complete valuation of all infrastructural assets by June 2025	USD \$250,000	ALL Government Agencies
		Develop State Entity AMPs to include latest information	AMSC to approve State Entity AMPs to include latest information by Dec 2024	USD \$300,000	MWTI/ Government Sector Agencies
		Review and Update Capital and Maintenance Investment Plans	Cabinet Directive to approve Review and Update Capital and Maintenance Investments Plans by June 2024	USD \$15,000	MWTI AMSC
		Mainstreaming Climate Resilient into Asset Management Processes	Complete mainstreaming climate adaptation (CA) into Asset Management Processes by June 2025	USD \$100,000	MWTI-AMRO
		Develop an Asset Management system for infrastructural assets registration and management	System implemented by Dec 2025	USD \$250,000	MWTI
KO 7: Social and environmental impacts of floods are controlled and reduced					
Effective and efficient planning framework for prioritization of flood mitigation and drainage investments	Strengthen development control and flood drainage;	Develop a flood management plan for Apia City	Flood Management Plan for Apia completed by June 2024		MWTI/LTA/ MNRE
		Develop an integrated national drainage master plan.	Master Plan completed by June 2024	USD\$80,000	MWTI/LTA/ MNRE
		Review and update drainage legislation	Review completed by Dec 2024	USD\$0.00	MWTI/LTA/ MNRE

		Strengthen integrated sector-wide approach through the development of an MOU to enable information sharing among Sector stakeholders (e.g.: MNRE to enable sharing SOLA data with LTA and vice versa	MOU signed and enforced by June 2023	USD\$0.00	MWTI/LTA/MNRE
		Integration of activities into annual and periodic planning/ funding cycles (local and development)	Flood Management Plan provides medium term expenditure template/framework to inform governments financial obligations	USD\$0.00	MWTI/LTA/MOF
		Programmatic arrangements to sufficiently resource/equip Samoa for the implementation of the Multipurpose Dam Project (Alaoa) is effectively planned and executed.	Required resources and services are constructively operational to support the project prior to and during works implementation	USD\$10,000,000	MOF/MWTI/EPC/MNRE

AIR SUBSECTOR

GOAL 3: Strengthen the safety and security of aviation services to improve connectivity for Samoa to the outside world

Key Outcome 8: Improved climate resilience, safety and security of airports (Enhanced infrastructure and technology maintenance and management)

Key Outcome 9: Future of both domestic and international aviation services for Samoa is effectively forecasted

Table 8: MEL Goal 3: Air Subsector

Strategies	Actions	Activity	Indicators	Estimated Budget (\$)	Responsible
KO 8: Improved climate resilience, safety and security of airports (Enhanced infrastructure and technology maintenance and management)					
The Capacity of airports are constructively strengthened	Develop Faleolo International Airport (FIA) to reach its maximum potential in facilitating international connectivity	Improve Faleolo climate resilience through seawall rehabilitation and upgrade, installation of the airside boundary fence, and drainage improvements	Rehabilitation works completed by January 2028	USD \$12,400,000	SAA/MWTI



		Conduct a feasibility study for the extension of Faleolo International airport runway.	Study to be completed by Jan 2025	USD \$1,000,000	SAA/MWTI
		Conduct a feasibility study for relocation of the Faleolo Air Traffic Control Tower	Study to be completed by March 2025	USD \$1,000,000	SAA
		Supply and installation of Navigational Aids (DVOR and ILS) and AWS which will tremendously improve safety in flight navigation and movements as well as provide accurate real-time weather information to the Air Traffic Controllers	Installation completed by January 2028	USD \$6,000,000	SAA
		Supply Ground Service Equipment (GSE)	Equipment to be supplied by June 2023	USD \$500,000	SAA
	Improve airport emergency and security scanning equipment.	Acquire new 2 x category 8 fire appliances	Equipment to be supplied by June 2028	USD \$2,000,000	SAA
		Supply and install new CT x-ray technology machines for aircraft hold and carry-on baggage	Equipment to be installed by March 2024	USD \$1,000,000	SAA
	Ensure domestic Airports are operational.	Improve compliance of Asau and Maota	Asau and Maota Airports can be used whenever required	USD \$500,000	MWTI/SAA
		Prepare and redevelop Fagalii airport for usual aerodrome services	Fagalii re-certification is completed by June 2023.	USD \$2,500,000	MWTI/SAA
	Strategize to maximize business opportunities that will arise out of future airport developments	Update the Masterplan and Business Strategy for SAA	SAA Master Plan and Business Strategy is completed by Dec 2024	USD \$500,000	SAA
Ensure the safety and security of aviation operations and services	Uphold safety and security of aviation services through strict compliance with set standards and recommended practices.	ICAO standards and recommended practices (SARP's) are enforced and implemented to ensure compliance for all operators and service providers for aviation.	Certification Audits conducted annually to ensure Operators and Services Providers are compliant with Nation Regulation	USD \$250,000 (USD \$50,000 per year)	MWTI/SAA/ Airlines
			Conduct a review of the Airport Authority Act 2012 for validity.	USD \$150,000	SAA

			Conduct audit and surveillance activities annually to ensure maintenance of safety and security of all aviation Operators and Services	USD \$400,000	MWTI/SAA
			Conduct annual audit reviews and assessment to ensure the effective implementation of safety and security audit findings and recommendations	USD \$250,000 (USD \$50,000 per year)	MWTI/SAA
The management and sustainability of airport infrastructures are effectively strengthened	<p>Improve the sustainability and resilience of airport assets to maintain critical mechanical and electrical assets that are critical to safety and operations at airports</p> <p>Also , protect infrastructure and operational assets from extreme weather and climate events thereby establishing a preventative maintenance culture</p>	Develop a Long-term Asset management and maintenance plan for all airports.	Asset Management and Maintenance Plan developed and approved for implementation by Dec 2024	USD \$500,000	SAA
KO 9: Future of both domestic and international aviation services for Samoa is effectively forecasted					
Economic contribution of Air Subsector is strategically determined to revive its business vibrancy	Strengthen Business direction and capacity of Samoa's Air Subsector	Review Samoa Aviation Sector Strategy	Launch new Samoa Aviation Sector Strategy by Dec 2025	USD \$500,000	SAA/MWTI

The future of Aviation Services is strategically determined to ensure continuity without major disruptions	Determine the life span of Faleolo International Airport and recommend options for the continuation of International Aviation Services	Conduct a Feasibility study of Faleolo International Airport to determine its viable operational years. Feasibility study should also identify an alternative international airport (amongst the existing airports) for emergencies should natural disasters cause destructions to FIA.	Government is effectively advised of the longevity of Faleolo Airport operations, and options to ensure continuity of international airport services for Samoa in years to come.	USD \$200,000	SAA/MWTI
			Identified potential alternative sites for international airport for emergencies is upgraded by Dec 2025.	USD \$450,000	SAA/MWTI
	Improve domestic aviation services	Carry out a comprehensive assessment to inform developments to Asau and Maota runway and apron	Assessment completed and implemented by Dec 2025	USD \$200,000	SAA/MWTI
		Improve compliance of Asau and Maota	Asau and Maota Airports can be used whenever required		MWTI/SAA
		Prepare and re-develop Fagalii airport for usual aerodrome services	Fagalii re-certification is issued by June 2023		

SEA SUBSECTOR

GOAL 4: Strengthen local and international commerce and trade through dependable maritime operations

Key Outcome 10: Business vibrancy of the Sea Subsector is significantly improved

Key Outcome 11: Improved administration and governance frameworks for the Sea Subsector

Key Outcome 12: Social and environmental impacts of maritime operations and services effectively mitigated

Key Outcome 13: Improved connectivity via climate-resilient, secured, and safe ports and vessels

SEA SUBSECTOR

GOAL 4: Strengthen local and international commerce and trade through dependable maritime operations

Strategies	Actions	Activity	Indicators	Estimated Budget (\$)	Responsible
KO 10: Business vibrancy of the Sea Subsector is significantly improved					



Table 9: MEL Goal 4: Sea Subsector

The effectiveness and efficiency of the sea subsector is improved to vibrantly guarantee its economic contribution	Conduct a business analysis to determine robust measures for the improvement of the Sea Subsector’s financial performance and position.	Develop and implement a Business Strategy to ensure a vibrant performance from the Sea Subsector	Financial performance of sector agencies improved	USD \$170,000	SPA/SSC/SSS/PFL/MWTI
			Review and Update Samoa Ports Authority Master Plan	USD\$170,000	SPA
		Conduct a feasibility to assess the viability of a government owned container ship	Feasibility study report informs a Strategy to owning and running a container ship	USD\$170,000	SSC/SSS/PFL
		Increase the number of international cruise and cargo ship	Strategy to address the increase in ships is completed and implemented	USD \$170,000	SPA/SSC/SSS/PFL/MWTI
		Conduct feasibility study to assess the demand for sub-regional short sea services in selected islands	Feasibility Study Report informs a Strategy to extend shipping services to selected islands	USD \$200,000	SSC

KO 11: Improved administration and governance frameworks for the Sea Subsector

Institutional arrangements and legal frameworks governing the administration of Sea Subsector services support the sectors' performance	Strengthen legislations and policies in support of a well governed Sea Subsector	Review Shipping Act 1998 and other Maritime regulations	Review of legislations and policies completed	USD \$180,000	MWTI/SSC/SSS/SPA
	Review Samoa's shipping registry arrangements for a new intervention to increase business AND employment opportunities	Open registry established, implemented and incorporated into legislations	Review report and strategy to action open registry is completed and implemented	USD \$200,000	MWTI/SSS/SPA/ SSC NUS/MCIL
		Establish minimum working and living standards for seafarers in compliance with the MLC	Standards developed and enforced	USD \$150,000	SSS/ SPA/ SSC/ MWTI/ NUS/ MCIL
		Develop capacity-building activities under the Sea Subsector to engage experienced and retired mariners	Network among experienced, retired, and new mariners improved	USD \$110,000	MWTI/ SSS/ NUS/ SSC/ SPA
	Ensure the existence of safety navigation policies for Ports & Shipping companies	Review and enhance safety navigation requirements for the flag state.	Navigation Requirements for the Flag state is upgraded and enforced	USD \$200,000	MWTI/ SSC/ SSS/ SPA
		Customize/ review/revise the security assessment & plans for ports and vessels (International Ship and Port Facility Security ISPS System)	Security Assessment and Plans for Ports and vessels revised and implemented	USD \$80,000	MWTI/ SPA/ SSC/ SSS
Networking and coordination is strengthened to collaboratively harmonize Sea Subsector stakeholders	Improve communication amongst Sea Sub-sector stakeholders.	Develop a strategy to address communication issues	Maritime Transportation Communication Strategy developed and implemented	USD \$80,000	SSC/ SPA/ SSS/ MWTI

	Strengthen compliance of vessels with national & international requirements	Vessel ISM & SMS compliance enforced	Review of ISM & SMS manuals	USD \$50,000	SSC/MWTI
		Vessel classification compliance enforced	Annual classification surveys	USD \$100,000	SSC/MWTI
		Vessel flag & port state compliance enforced	Annual flag/port state surveys	USD \$20,000	SSC/MWTI
	Strengthen compliance with national & international working requirements.	Develop ISO 9001 Certification Quality Management Manual	ISO 9001 Certification Quality Management Manual developed and implemented.	USD \$50,000	SSS
KO 12: Social and environmental impacts of maritime operations and services effectively mitigated					
Sea sub-sector developments to promote environmental, social and gender safeguard matters	Establish new operational procedures and review old ones to support the Green Port Strategy	IMO standards for the implementation of maritime services are effectively implemented and adhered to	IMO Audits are carried out every two years	USD \$200,000	MWTI/ SPA/ SSC/ SSS
			Ad-hoc audits and certification checks are routinely carried out	USD \$100,000	MWTI/ SPA/ SSC/ SSS
		Establish emergency and pollution response policy/ systems to address environmental impacts of maritime operations	MPAC oil spill response action plan developed and implemented	USD \$100,000	SPA/ MWTI/ SSC/ SSS
		Develop and propose necessary improvements on vessels in support of climate impact mitigation measures	Solar panels and energy-saving infrastructures installed	USD \$5,000,000	SPA/ SSC/ SSS/ MWTI
			Awareness programs on Green Port Strategy implemented	USD \$50,000	SPA/ MWTI

Clean energy investments are driven to strengthen green initiatives for our maritime services	Accelerate the decarbonization of the maritime sector to optimize energy efficiency with a specific focus on fishing vessels.	Optimize the national registration system for vessels, including private fishing and transport boats for improved emissions tracking and control, and fuel efficiency.	Number of feasible low-carbon maritime transport options identified Percentage of fisherfolk with electrified and/or energy efficient vessels, disaggregated by gender	USD \$200,000	MWTI/ SSC/ SPA/ MNRE/ MOF
		Conduct a feasibility study, gender and cost-benefit analysis of low carbon maritime transport options, prioritizing fishing vessels		USD \$100,000	MWTI/ SSC/ SPA/ MNRE/ MOF
		Assess and pilot low-carbon propulsion systems of Samoa's fishing fleet through a gender sensitive grant mechanism for local fisherfolk and training scheme on installation, operations and maintenance		USD \$1,855,000	MWTI/ SSC/ SPA/ MNRE/ MOF



KO 13: Improved connectivity via climate-resilient, secured, and safe ports and vessels					
All Ports and related systems required for the improvement of services are upgraded to maximize their potential and to ensure security, safety and climate resilience	Strengthen capacity of the domestic and international port	Repair breakwaters and make improvements to the port landside of Apia Port	Existing breakwater reconstructed and wave monitoring system implemented	USD \$21,160,000	SPA
		Expand Apia Port to facilitate a proposed business outlook in support of maritime contribution to economic developments	Feasibility study to inform Port expansion completed in 2026	USD \$200,000	SPA
			Container capacity at Apia Port increases		
			2 New tugboats to replace the current by 2027	USD \$12,000,000	SPA
			new pilot boat to guarantee effective services by 2027	USD \$2,000,000	SPA
		Ports and vessels ISPS compliance enforced	Apia Port is operational all the time.	USD \$200,000	SPA
		Conduct feasibility study on other existing ports (Mulifanua, Salelologa, Asau and Aleipata) and alternative sites to inform future infrastructural development plans	Feasibility Study is completed by Dec 2024 to inform future developments at all other Ports	USD \$500,000	SPA/MWTI/SSC
			Feasibility Study also informs the design and upgrade of an alternative international Port in times of emergencies when Apia Port is no longer accessible/operational	USD \$500,000	SPA/MWTI/SSC
	Climate-resilient and safe vessels to improve sea transportation standards	Seek funding for design & construction of new vessel	New landing craft vessel to replace Fotu-o-Samoa II	USD \$8,500,000	SSC/MWTI/MOF/MFAT
			New vessel to assist with international charters	USD \$10,000,000	SSC/MWTI/MOF/MFAT

LAND SUBSECTOR

GOAL 5: Improve connectivity, mobility, and accessibility through safe and climate-resilient road infrastructures

Key Outcome 14: Improve Land Subsector accountability, collaboration, and responsiveness

Key Outcome 15: Improved road safety for all road users

Key Outcome 16: Increased and Improved Road networks to enable trading at all levels and enhanced public accessibility and mobility



Table 10: MEL Goal 5: Land Subsector

Strategies	Actions	Activity	Indicators	Estimated Budget (\$)	Responsible
KO 14: Improve Land Subsector accountability, collaboration, and responsiveness					
Ensure the existence of credible and workable administrative and governance arrangements to effectively guide the implementation of Land subsector services and developments	Improve institutional organization structural arrangements and legal frameworks governing the administration of Land Subsector services	Conduct a legislative review of land transport legislation to inform necessary changes in support of effective performances/services	Legislation Reviews completed by the January 2025	USD \$170,000	MWTI/LTA
	Strengthen collaboration, networking and awareness amongst Land Transport stakeholders	Implement awareness interventions to strengthen public, private, and community sector partnership	Minister's Office's Social Media page increases its scope to strengthen awareness	USD \$50,000	MWTI/LTA
			Conduct project consultations/ meetings for stakeholder awareness	USD \$100,000 (USD\$20,000 per annum)	MWTI/LTA
			All major projects develop and implement a stakeholder communication strategy	USD \$200,000	LTA/MWTI
		Establish MOUs between key partners (LTA, MWTI & MNRE) to encourage info sharing (existing systems e.g. – road registry, drainage, SAMS)	MOU is developed and signed by July 2023	USD\$0.00	MWTI/LTA/ MNRE

Government is made responsible for the maintenance of all public roads	Register and consolidate all public roads into the government system	Strengthen related legislations to enforce the integration of all publicly used roads into SAMS	Legislation review is completed by Jan 2025	USD \$170,000	MWTI/LTA/MNRE
			Policy is developed and approved to facilitate the incorporation of existing roads and future developed roads into the system	USD \$80,000	MWTI/LTA/MNRE
	Strengthen the Land-Subsector's ability to fund road development works	Develop a legal framework to strengthen revenue collection avenues through land transport services	Legislation review is completed by Jan 2025	USD \$170,000	MWTI/LTA
		Convince the government to regulate a budget percentage provision for road infrastructures	Cabinet submission is submitted and approved by Dec 2023	US\$0.00	MWTI/LTA



Clean energy investments is driven strengthen green initiatives for our land transport services	Accelerated inclusive decarbonization of the land transport sector with a focus on inclusive, accessible, and greener public transport systems	Conduct a baseline assessment of traffic volumes, vehicle registration and imports, vehicle ownership disaggregated by gender and age, EV and hybrid vehicles, and market demand.	Number of electric vehicles procured, disaggregated by type/ service Annual total emissions (tCO2e) avoided from the land transport sub-sector	USD \$100,000	MWTI/LTA/MNRE
		Enhance land transport monitoring, including the procurement of emissions testing equipment and optimization of the Road Transport Administration System (RTAS) to improve fuel efficiency and optimize emission reduction potential.	Number of solar-charging stations installed, disaggregated by location.	USD \$200,000	MWTI/LTA/MNRE
		Design and roll out awareness campaign for inclusive and safe mobility especially for women, PWDs, elderly, youth and children, based on a public survey on perceptions of barriers to low-carbon mobility.	Number of plans developed that promote inclusive and accessible low-carbon mobility.	USD \$50,000	MWTI/LTA/MNRE
		Develop a gender-sensitive Sustainable Land Use and Mobility Plan, to promote green, inclusive and accessible infrastructure and mobility.		USD \$125,000	MWTI/LTA/MNRE
		Design and install an accessible public solar-charging station network.		USD \$3,038,000	MWTI/LTA/MNRE
		Explore technical, policy, infrastructural and technological solutions for safe disposal and recycling of EV batteries		USD \$150,000	MWTI/LTA/MNRE
		Support accessible electrification of vehicles targeting public transport and public service delivery vehicles based on country needs assessment.		USD \$6,200,000	MWTI/LTA/MNRE

KO 15: Improved road safety for all road users					
Improve governance and coordination for road safety	Strengthen national Road Safety management capacity	Review and update the planning, legislative and policy framework to strengthen road safety responsibilities of relevant GoS agencies	National Action Plan (Road Safety) for Decade of Action to 2030 launched June 2023	USD\$100,000	MWTI/LTA/NRSC
		Assess and strengthen capacity in key road safety roles	Road safety positions created in MWTI and LTA	USD\$200,000	MWTI/LTA/NRSC
			Capacity development programmes delivered in road safety audit, crash investigation		MWTI/LTA/NRSC
		Annual awareness and advocacy program developed and implemented	Advocacy campaign and materials created	USD\$200,000	MWTI/LTA/NRSC
			Progress towards 50% reduction in fatalities and injuries by 2030 from 2020		MWTI/LTA/NRSC
Implement an integrated Safe System Approach to Road Safety	Make roads safer	Develop a national road crash data system	National road crash data system developed by Jun 2024 and black spots program developed	USD \$125,000	MWTI
		Consistent application of road safety audits in road design and construction	100% all major new roads and reconstructions have been informed by road safety audits		LTA / MWTI
		Standardise and integrate road safety considerations into annual asset maintenance programme delivery	Improvements against baseline of road signage, upgraded line markings, footpaths etc.	-	LTA / MWTI
	Make vehicles safer	Regulations in place to improve compliance with targeted UN Regulations	Regulations amended and age limit of vehicles reviewed	USD \$100,000	MWTI / LTA
		Public transport bus standards and regulations developed	Standards and safety regulations in place to improve bus safety and reduce injuries and fatalities from bus crashes	USD \$100,000	MWTI / LTA

		Vehicle examination resources to guarantee safety of vehicles on roads is improved	Vehicle examination site and equipment's upgraded	USD \$500,000	LTA
	Develop interventions to guarantee the competencies of vehicle operators, behind the steering system of any vehicle type and ensure safety of Road Users	Review and improve the licensing program	New licensing program is aligned to international defensive driving programs	USD \$210,000	LTA
		A targeted programme to address reduction of legal Blood Alcohol Concentration (BAC) limits	Reduction of legal BAC limits to international best practice	USD \$50,000	MWTI / LTA / MOP
		Targeted school road safety programs developed and incorporated to the national curriculum	Road safety material developed and introduced to infant and primary school curriculum	USD \$20,000	MWTI / MESC / MOP
	Improve Post-crash response	Increase number of ambulances and trained paramedics	Increased number of ambulances and trained paramedics	USD \$1,000,000	MWTI / FESA / MOH
	Foster and regulate Safe speeds	Review speed limits in targeted road sections and strengthen enforcement capacity of the Police	Speed limits reviewed and updated for sections such as Apia City Centre and main transport corridor road. Adequate number of speed radar guns for Police	USD\$ 100,000	MWTI / LTA / MOP
			Vulnerability Assessment and Climate Road Resilient Strategy Completed by Jan 2024 (Strategy will inform future road works for the nation)	USD \$150,000	LTA

	Reinforce safety on road construction sites	Enforce TMPs for all road networks	TMP trainings and refreshers are conducted for Constructors prior to implementation of major road works	USD \$30,000	LTA/MWTI
KO 16: Increased and Improved Road networks to enable trading at all levels and enhanced public accessibility and mobility					
Design, construction standards and maintenance of road infrastructures is effectively planned and implemented for resilient improvements	Effectively develop, regulate, and enforce national standards to guarantee climate resilience and safety of road infrastructures	Vulnerability assessment to identify vulnerable areas and climate resilience design mitigating measures revised and updated	Vulnerability Assessment and Climate Road Resilient Strategy Completed by Jan 2024 (Strategy will inform future road works for the nation)	USD \$150,000	LTA
		A 5-10-year-old Master Plan for road infrastructure including traffic counts, roughness surface index, and vulnerability assessment formalized	LTA's 5 – 10 years Master Plan is approved for implementation by Mar 2024	USD \$90,000	LTA
		Ensure compliance to national and international road construction specifications	All road designs are approved by LTA in-accordance to set road standards	USD \$0,000	LTA
	Enforce adherence to Donor funded project criteria and requirements	Improved responsive diplomatic services in a timely matter by complying with the international donor partners' protocols, procedures, and requirements	Execution and implementation of all project activities receives No-Objections from Donor Partners and/or approval from National Tenders Board	USD \$0,000	MWTI/LTA/MOF and all Implementing Agencies
Improve the quality of road networks	Establish efficient and cost-effective measures for quality assurance and monitoring	Strengthen capacity of Quality Assurance division within LTA, including resourcing and accreditation of the laboratory	Division capacity review completed and recommendations implemented	USD \$500,000	LTA

			Laboratory adequately resourced and accredited		
		Enforce the implementation of contractor PACE	PACE results submitted on a quarterly basis	USD \$100,000	LTA
	Review and upgrade sector spatial planning tools to inform management of road networks	Conduct consultations with contractors and relevant stakeholders on spatial planning tools to inform road network developments	Spatial planning tools completed by Dec 2023	USD \$50,000	LTA
		Conduct feasibility study on spatial tools to inform management of road networks	Feasibility Study completed and used by December 2027	USD \$250,000	LTA
	Strengthen vulnerable roads and quality of roads heading to Apia CBD	Complete rehabilitation works for West Coast Road (Apia to Faleolo Airport)	To be completed by 2026	USD \$16,000,000	LTA/MWTI
		Carry-out rehabilitation works for Alafaalava Road (Aleisa)	Rehabilitation works to commence in 2025	USD \$29,000,000	LTA/MWTI
		Carry-out rehabilitation Works for Central Cross Island Road (Apia to Siumu)	To be completed by 2026	USD \$24,440,000	LTA/MWTI
		Carry-out rehabilitation works for stabilization of slopes on the East Coast Road (Letogo to Saluafata)	To be completed by 2026	USD \$7,530,000	LTA/MWTI
		Carry-out rehabilitation works for the East Coast Road	Road design to be ready by 2024 for the implementation of construction works		LTA/MWTI

		Construct Connecting Road from Sogi/Mulinuu to Vaiusu/Vailoa	Feasibility study to inform design is completed by Dec 2024	USD \$600,000	LTA/MWTI
	Strengthen vulnerable roads and quality of roads in the rural	Carry-out feasibility study for crossings on the Southern side of Upolu to inform design and project documents	To be completed by 2024	USD \$3,600,000	LTA/MWTI
		Carry-out feasibility Study for slopes risking the safety of main roads in Savaii to inform design and project documents	To be completed by 2024	USD \$1,300,000	LTA/MWTI
Increase road networks to improve accessibility and mobility	Strengthen connectivity of rural roads	Conduct a study to inform a road long-term plan for alternative routes new arterial routes and arterial extensions to improve accessibility and mobility	Report of study to be submitted by Dec 2025	USD \$400,000	LTA/MWTI
	Improve mobility in CBDs	In-collaboration with other government authorities, develop a long-term plan for urban/CBD and other township infrastructural developments	Plan to be completed by Jan 2027	USD \$200,000	LTA/MWTI
	Improve accessibility to desired locations with effective road directory	Continue Street name activity	Street naming for all of Samoa is completed by Jan 2028	USD \$5,000,000	MWTI/LTA/MNRE



List of Key References

National Legislation

Name	Year	Agency/ Author
Ministry of Works Act	2002	MWTI
Land Transport Authority Act	2007	LTA
Shipping Act	1998	MWTI
Civil Aviation Act	1998	MWTI

Project Documents

Name	Year	Agency/ Author
Central Cross Island Road Upgrade Project – Project Administration Manual (PAM)	2022	ADB
Samoa Land Transport Development Project – PAM	2021	ADB
Samoa Aviation and Road Investments Project – Project Appraisal Document (PAD)	2022	WB
Samoa Climate Resilient Transport Project – PAD	2018	WB



Sector Plan Review Report

Name	Year	Agency/ Author
Review Report of the Transport Sector Plan 2014-2019	2021	MWTI

National Policies and Plans

Name	Year	Agency/ Author
National Plans		
Pathway for the Development of Samoa	2022	MOF
Samoa Infrastructure Assets Management Strategy	2019	MWTI

Samoa National Building Code draft	2017	MWTI
Sector Plans		
Transport Sector Plan	2015	MWTI
Corporate Plans		
Land Transport Authority draft	2022	LTA
Ministry of Works, Transport and Infrastructure	2019	MWTI
Samoa Airports Authority	2017	SAA
Samoa Ports Authority	2017	SPA
Samoa Shipping Corporation	2013	SSC





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