



## Foreword

The Ministry of Works, Transport and Infrastructure (“Ministry”)<sup>1</sup> plays a significant role in administering, regulating, monitoring and coordinating all transportation modes in Samoa as well as improving and sustaining the high quality standards of all infrastructure regimes and in turn uphold a high living standard in Samoa. The Ministry is the lead implementing body for the Transport Sector that sets the strategic focus and overarching objectives for the sector. It is an honour to introduce the Ministry's Corporate Plan, a strategic plan that provides the baseline of all the Ministry objectives, strategies and outputs for the period of 2015-2018 and it conforms to the Ministry's obligations as provided in the Strategy for the Development of Samoa (“SDS”)<sup>2</sup> 2012-2016.

The Ministry is tasked with all activities and issues relating to all forms of transportation and infrastructure in Samoa, that is land, sea, and air. We aim to provide high quality services and assistance to all our stakeholders and the public in order to affirm our vision which is to be proactive in maintaining its national and international standards as the regional leader in pursuing safety and security of all forms of Transportation and Infrastructure Regime.

I wish to relay my appreciation to the executive management and staff for their efforts and commitment that has enabled this valid document to come into operation. I await with high expectations, the improvement this document will have on each Division in attempting to achieve all proposed strategies in order to better equip our Ministry in serving our people.

Manu'alesagalala Enokati Posala  
**Hon. Minister of Works, Transport and Infrastructure**

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<sup>1</sup> Ministry refers to the Ministry of Works, Transport and Infrastructure.

<sup>2</sup> SDS refers to the Strategy for the Development of Samoa 2012-2016.

## Message from the Chief Executive Officer

The Ministry has an obligation to the Government of Samoa to provide the highest quality service to ensure safe, secure and viable transportation modes and infrastructure assets in Samoa. The Ministry's obligations are being identified in variety of Strategic Plans initiated to meet all required responsibilities under the SDS. This includes the implementation of the National Infrastructure Strategic Plan ("NISP") and the Transport Sector Plan ("TSP") which was launched in late 2014. This Plan relates to the Ministry's key obligations as provided in the SDS where it is the leading agency in all Transportation modes and Infrastructure regime of Samoa. The changes depicted over the next three years are similar to the original drafted Plan with constructive changes made to affirm the commitments and drive of all staff.

This document gives us a foundation and guide in making progress within the next three years. The Plan aims to produce a strategic direction for the six Divisions comprising the Ministry. This revision would give us a source of stability in maintaining and improving services granted to our stakeholders and public for a better Samoa. The Plan outlines the Government initiatives proposed for the Ministry within the stipulated timeframe for us to develop relevant strategies to meet and conform to the Ministry's vision and mission. This will be maintained through extensive research and good communicative skills among its staff. The Ministry recognizes its most important asset that is its personnel. It is no doubt that without their hard work and commitment, this Plan will not be successfully implemented. We will continue to work collaboratively with all stakeholders and the public in pursuit of a better outcome within the next three years. In doing so, we aim to achieve all stated objectives and expected outputs through a quest for a higher standard of excellence, mutual respect, accountability and teamwork.

We will continue to progress forward by seeking to achieve the Government's desired objectives and outcomes through staff dedication and improvement in what we do to effectively and efficiently provide our services to our people. We await with much anticipation the effect this Corporate Plan will have on the staff and in turn improve services to our people.

Vaaelua Malu Nofu Vaaelua  
**SECRETARY FOR TRANSPORT/ CHIEF EXECUTIVE OFFICER**

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## 1. Mandate

- 1.1 The following are the list of Mandates, Regulations, Codes, International Convention and other relevant mandates that govern works and responsibilities of the Ministry;

### Acts

1. Ministry of Works Act 2002;
2. Ministry of Transport Act 1978;
3. Civil Aviation Act 1998;
4. Samoa Shipping Act 1998;
5. Marine Pollution Prevention Act 2008.

### Regulations

6. STCW Regulations 2014;
7. Public Drains Regulations 2007;
8. Maritime Security Regulations 2004;
9. Shipping Registration Regulations 2001;
10. Civil Aviation Regulations 2000;
11. Small Vessels Regulations 1998;
12. Civil Aviation Rules.

### Codes

13. International Safety Management Code 1998;
14. Home Building Manual 1992;
15. National Building Code 1992;
16. Stronger Building Guide 1996.
17. International Ship and Ports Facility Security Code 2003.

### Additional Mandates and Policies

18. Land Transport Authority Act 2007;
19. Public Service Act 2004;
20. Public Financial Management Act 2001;
21. Treasury Instructions 1977 with amendments;
22. Public Services Manual of Working Conditions and Entitlements;
23. Cabinet Policy Directives;
24. Pacific Islands Air Services Agreement (PIASA) 2004;
25. Pacific Islands Civil Aviation Safety and Security Treaty (PICASST) 2004.

### International Conventions, Protocols, Codes

26. IMO Amendment 1993;
27. IMO Amendment 1991;
28. IMO Convention 1948;
29. SOLAS Protocol 1988;
30. SOLAS Protocol 1978;
31. SOLAS 1974 – ISM – ISPS;
32. Load Lines Protocol 1988;
33. Tonnage Convention 1969;
34. Load Lines Convention 1966;
35. STCW 78/95;
36. UNCLOS;
37. MARPOL 73/78 Annex I/II;
38. MARPOL 73/78 Annex III;

39. MARPOL 73/78 Annex IV;
40. MARPOL 73/78 Annex V;
41. MARPOL 97 Annex VI;
42. CLC Protocol 92 25;
43. CLC Protocol 92 26;
44. Bunkers Convention 2001;
45. FAL Convention 1965;
46. HNS Convention 1996;
47. SUA Convention 1998;
48. OPRC Convention 1990;
49. SAR Convention 1979;
50. LLMC Convention 1976;
51. COLREG Convention 1972;
52. LLMC Protocol 1966;
53. Chicago Convention 1944;
54. Tokyo Convention 1963;
55. Hague Convention 1970;
56. Montreal Supplementary Protocol 1970;
57. Montreal Convention 1971;
58. Protocol to the Chicago Convention 1980 (Article 83bis);
59. Protocol to the Chicago Convention 1984 (Article 3bis);
60. Protocol for the Suppression of Unlawful Acts of Violence at Airports serving International Aviation 1988;
61. Protocol of Amendment to the Convention on ICAO (Article 50(a));
62. Montreal Convention 1991.

## **1.2 Linkage of Ministry Outputs to SDS 2012-2016**

1.2.1. SDS provided that the Ministry is responsible for:

- 1.2.1.1. The Transport sector and will be tasked with overseeing the compilation and overall implementation of a TSP;
- 1.2.1.2. The Cabinet Development Committee has endorsed the Transport Sector Plan in February 2014
- 1.2.1.3. The Transport Sector Plan was launched in December 2014.

## **1.3 Outline Functions of the Ministry as stated under the key mandate**

1.3.1. Section 4 of the Ministry of Works Act 2002 (“MOW Act 2002”)<sup>3</sup> establishes the functions of Ministry and regulates the area of infrastructure as follows:

- 1.3.1.1. To construct, maintain and manage the public assets to which this Act applies;
- 1.3.1.2. To prepare policies relating to the management of the public assets to which this Act applies;
- 1.3.1.3. To provide advice to the Minister and the Government in relation to the construction, maintenance and management of the public assets to which this Act applies;
- 1.3.1.4. To exercise any of the powers relating to the public assets to which this Act applies conferred upon the Ministry any of its officers by this Act, or by any other law;
- 1.3.1.5. To establish Business Units as provided for by Part III of this Act, and to manage, operate and support those business units to operate in accordance with laws relating to the commercial operations of public bodies and in accordance with government policy;
- 1.3.1.6. To devolve functions to the private sector in accordance with this Act and any other applicable law;
- 1.3.1.7. To regulate the construction of buildings and other structures in accordance with this Act and its Regulations, and to administer, enforce and apply the National Building Code; and
- 1.3.1.8. To exercise any of the powers relating to planning and urban management as provided for by Part VI of this Act.

1.3.2. The Ministry of Transport Act 1978 (“MOT Act 1978”)<sup>4</sup> sets out the key mandate for the Ministry in the area of transport under section 4 as follows:

- 1.3.2.1. To advise the Minister on the development of an efficient transport policy for Samoa;
- 1.3.2.2. To undertake research into all aspects of transportation, including the economics of transport;
- 1.3.2.3. To advise the Minister on investment in transport, with particular reference to priorities for Government and other expenditure;
- 1.3.2.4. Other specific functions of the Ministry are provided for under the above legislations.

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<sup>3</sup> MOW Act 2002 refers to the Ministry of Works Act 2002.

<sup>4</sup> MOT Act 1978 refers to the Ministry of Transport Act 1978.

## **2. Vision**

*"To be proactive in maintaining its national and international standards as the regional leader in pursuing safety and security of all forms of Transport and Infrastructure Regime."*

## **3. Mission**

*"To strengthen the Ministry's administration and regulatory roles in ensuring a safe, secure and viable Transportation modes and Infrastructure Regime, to improve Samoa's quality of life."*

## **4. Values and Principles that guides the Ministry**

4.1. The following principles and values guide all staff of the Ministry in the performance of their assigned duties to achieve the Ministry's core functions. They shall be in addition to the Public Service Code of Ethics for all Public Servants:

- 4.1.1. Transparency and Accountability in all decisions made on behalf of the Ministry;
- 4.1.2. Technical advice must be based on Samoa's lawful requirements and international best-practice delivered in a professional and timely manner;
- 4.1.3. In dealing with Customers, staff shall be honest, courteous, respectful and impartial;
- 4.1.4. Staff must at all times be dealt with in a fair and equitable manner regardless of job;
- 4.1.5. Staff must deal with each other in a respectful and professional manner.

## **5. Resources**

5.1. Resources available to the Ministry include:

- 5.1.1. Staff;
- 5.1.2. Vehicles;
- 5.1.3. ICT equipment; and
- 5.1.4. Office furniture.

## **6. Strategic Priorities**

- 6.1. To ensure, through a structured development framework, Samoa complies with the requirements of the International Civil Aviation Organization (Chicago Convention), to enhance safety and security of civil aviation operations, activities and development in Samoa;
- 6.2. To ensure through effective national policy and regulatory frameworks, Samoa complies and continue to meet international maritime requirements of safety and security for all maritime transportation and related activities;
- 6.3. To establish, maintain and implement a policy framework for land transport that enables LTA to provide a safe, efficient and effective national road and drainage network for Samoa;
- 6.4. To enhance road safety in Samoa and progressively reduce deaths and injuries from road crashes by 60% over the period 2015-2018;

- 6.5. To provide the highest quality transport and infrastructure sector strategic policy, advice and plans to the Ministry and the Government in a timely manner. This includes ensuring that the advice provided is informed by research and/or consultation, integrated, is comprehensive and provides a complete picture of the implications and benefits of policy and plan options available;
- 6.6. To consolidate the coordination and implementation of the Transport Sector Plan;
- 6.7. To ensure that all the Building Structures in Samoa are sustainable and safe in accordance with requirements in the National Building Code and applicable regulations and standards;
- 6.8. Full review of the National Building Code to incorporate present changes required in relation to the effect of Climate Change experienced globally;
- 6.9. To facilitate implementation of performance management systems and capacity building systems in the reformed Ministry;
- 6.10. To ensure the Safety and Security of all employees;
- 6.11. To ensure the efficiency and effectiveness of the Financial Management System.

## 7. Strategic Issues

7.1. Several crucial strategic changes will impact the Ministry as summarized below:

- 7.1.1. The ongoing review of the MOW Act 2002 to clearly reflect the regulatory roles and functions of the Ministry in overseeing the Transport Sector and its service providers which may result in the realignment and restructuring of some divisions under the Ministry;
- 7.1.2. Proposed investment plans from overseas on transportation and infrastructure;
- 7.1.3. Merging of AMB and PUMA under MWTI;
- 7.1.4. Set up a Sector Coordination Unit to coordinate Transport Sector key activities as reflected under the Ministry's Functional Analysis;
- 7.1.5. Restructure of Government Housing Unit with Sustainable Building Development, Unit and re-establish the Principal Building Works Officer Position;
- 7.1.6. Establishment of Ministry's Office in Savaii;
- 7.1.7. Set up a Legal Division to consolidate regulatory roles and functions of the Ministry.

## 8. Strategies and Performance Measures/Indicator

### 8.1 Civil Aviation

**Objective 1:** *To ensure, through a structured development framework, Samoa complies with the requirements of the International Civil Aviation Organization (Chicago Convention), to enhance safety and security of civil aviation operations, activities and development in Samoa.*

**Output 1.1:** *Enabling Legislations exist to give full effect to ICAO Standards and applicable Recommended Practices.*

Strategies	Performance Measures
1.1.1 Continuously review National Legislations to conform with the Chicago Convention and any amendments thereto;	<ul style="list-style-type: none"> <li>• The Civil Aviation Act 1998, Civil Aviation Regulations 2000 and Civil Aviation Rules recognizing the Chicago Convention;</li> <li>• Samoa, except for notified differences, is compliant with legislated ICAO SARPs.</li> </ul>
1.1.2 Adopt Foreign Legislations that will improve safety and security of Civil Aviation activities in Samoa.	<ul style="list-style-type: none"> <li>• Foreign Legislations adopted under the auspices of the Civil Aviation Act 1998, and Civil Aviation Regulations 2000.</li> </ul>

**Output 1.2:** *The safety and security standards of Air Operations, Aircraft Maintenance and Aircraft Airworthiness are in accordance with ICAO SARPs.*

Strategies	Performance Measures
1.2.1 Certify Air Operators to conduct air operations to/from Samoa;	<ul style="list-style-type: none"> <li>• Local and Foreign Air Operators issued with appropriate Air Operator Certificates;</li> </ul>
1.2.2 Certify appropriate Organisations to conduct Aircraft Maintenance;	<ul style="list-style-type: none"> <li>• Aircraft Maintenance Organisation certificates issued and maintained by the Ministry;</li> </ul>
1.2.3 Maintain Register of aircraft wishing to register in Samoa;	<ul style="list-style-type: none"> <li>• All aircraft flying for Samoan Air Operators registered in Samoan Register of Aircrafts;</li> </ul>
1.2.4 Certify airworthiness of aircraft on Samoan Aircraft Register after due inspections by ICAO recognized Airworthiness Inspectors;	<ul style="list-style-type: none"> <li>• Aircraft issued with valid airworthiness certificates;</li> </ul>
1.2.5 Approve Air Operators Security Programmes;	<ul style="list-style-type: none"> <li>• Air Operators Security Programmes in compliant with Civil Aviation Rule Part 108 and ICAO Annex 17;</li> </ul>
1.2.6 Coordinate the conduct of Annual Safety	<ul style="list-style-type: none"> <li>• All air operations, aircraft maintenance and aircraft airworthiness checks comply with</li> </ul>

Audits and Inspections of Air Operators, Aircraft Maintenance and Airworthiness of Aircraft by ICAO recognized Safety Auditors.	relevant ICAO SARPs.
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**Output 1.3:** *The safety and security standards of Aerodromes, Air Navigation Services and Fuel Supply Organisations are in accordance with ICAO SARPs;*

<b>Strategies</b>	<b>Performance Measures</b>
1.3.1 Certify all Aerodromes in Samoa to Civil Aviation Rule Part 139;	<ul style="list-style-type: none"> <li>• Aerodromes issued with Certificates from the Ministry in accordance with Civil Aviation Part 139 and ICAO Annex 14;</li> </ul>
1.3.2 Certify appropriate Organisations to provide Air Traffic Services to aircraft;	<ul style="list-style-type: none"> <li>• ATS Certification issued to appropriate Organisations in accordance with Civil Aviation Rule Part 172 and ICAO Annex 11;</li> </ul>
1.3.3 Certify appropriate Organisations to provide Aeronautical Telecommunication;	<ul style="list-style-type: none"> <li>• Certificates issued to appropriate Organisations in accordance with Civil Aviation Rule Part 171 and ICAO Annex 10;</li> </ul>
1.3.4 Certify appropriate Organisations to supply fuel for aircraft;	<ul style="list-style-type: none"> <li>• Certificates issued by the Ministry to aircraft fuel supplier Organisation in accordance with Civil Aviation Rule Part 19F Subpart F;</li> </ul>
1.3.5 Implement security of Aerodromes, Air Navigation Services and Aircraft Fuel Supplier Organisations;	<ul style="list-style-type: none"> <li>• Security requirements for Aerodromes, Air Navigation Services and Air Fuel Supplier Organisations validated by Aviation Security Audits in accordance with Civil Aviation Rule Parts 139, 140, 172, 171 and 19F;</li> </ul>
1.3.6 Coordinate Annual Safety Audits of Aerodromes, Air Traffic Services, Aeronautical Telecommunication Providers and Supply Organisations conducted by ICAO recognized Safety Auditors.	<ul style="list-style-type: none"> <li>• Aerodromes, Air Traffic Services and Aeronautical Telecommunication providers in compliant with Civil Aviation Rules and ICAO SARPs.</li> </ul>

**Output 1.4:** *Appropriate personnel authorized in accordance with ICAO Annex 1 SARPs and Civil Aviation Rule Part 61, 63, 65, 66 and 67, to perform civil aviation functions in Samoa.*

<b>Strategies</b>	<b>Performance Measures</b>
1.4.1 Issue License and ratings for qualified Air Traffic Services personnel;	<ul style="list-style-type: none"> <li>• Air Traffic Services licenses and ratings issued by the Ministry in accordance with Civil Aviation Rule Part 65 and Annex 1;</li> </ul>
1.4.2 Coordinate the conduct of periodic Audits, Competency, Line and Route Checks for pilots employed by local Air Operators, conducted by ICAO recognized Airline Auditors;	<ul style="list-style-type: none"> <li>• Pilots issued with Competency, Line and Route Check Endorsements under Civil Aviation Rule Part 61 and ICAO Annex 1;</li> </ul>
1.4.3 Coordinate the conduct of competency checks of Air Traffic Services licenses and ratings by ICAO recognized Safety Auditors.	<ul style="list-style-type: none"> <li>• Air Traffic Services licenses and ratings in compliant with Civil Aviation Rule Part 65 and ICAO Annex 1.</li> </ul>

**Output 1.5:** *Samoa in full compliance with ICAO Annex 17 Aviation Security SARPs and international best-practice.*

<b>Strategies</b>	<b>Performance Measures</b>
1.5.1 Maintain validity and currency of all National Security Documentations;	<ul style="list-style-type: none"> <li>• Full implementation of Aviation Security Documentation required by Annex 17;</li> </ul>
1.5.2 National Aviation Security Committee to coordinate Aviation Security activities in Samoa;	<ul style="list-style-type: none"> <li>• National Aviation Security Committees fully functional in accordance with the National Aviation Security Programme;</li> </ul>
1.5.3 (a) Coordinate Audits, Inspections and surveys on providers of Aviation Security conducted by ICAO recognized Aviation Security Auditors;  (b) Coordinate Aviation Security Audit of Air Operators conducted by ICAO recognized Aviation Security Auditors;	<ul style="list-style-type: none"> <li>• The Airport Authority issued with Civil Aviation Rule Part 140 Certificate for provision of Aviation Security Services;</li> <li>• Air Operators with Security Programmes in compliant with National requirements;</li> <li>• Security Audit Reports under Civil Aviation Rule Parts 140 and 108 made available;</li> </ul>
1.5.4 Update ICAO on progress of USAP CAP;	<ul style="list-style-type: none"> <li>• ICAO Security Audits now conducted as Continuous Monitoring Activities</li> <li>• ICAO Security Audit Reports made available to the Ministry;</li> </ul>

<p>1.5.5 Certify Aviation Security personnel in accordance with National requirements;</p>	<ul style="list-style-type: none"> <li>• Aviation Security personnel issued with appropriate Certificates under National Documentations stipulated by Annex 17;</li> <li>• Screeners certifications contained within the National Civil Aviation Security Training Programme;</li> </ul>
<p>1.5.6 Issue Security Related Directives in response to urgent or emergency Recommendations by ICAO or another country to which Samoa have direct port access.</p>	<ul style="list-style-type: none"> <li>• A record of Security Circular issued by ICAO or another country to which Samoa have direct accesses kept by the Ministry.</li> </ul>

**Output 1.6:** *Appropriate Agreements and Policies, in compliance with the Chicago Convention, on Air Services providing economic benefits to Samoa;*

<b>Strategies</b>	<b>Performance Measures</b>
<p>1.6.1 Negotiate and conclude adequate Air Service Agreements to benefit Samoa's needs;</p>	<ul style="list-style-type: none"> <li>• Samoa's designated Airlines continued access of established markets;</li> <li>• Air Services Agreements indirectly assisting Tourist arrivals into Samoa;</li> </ul>
<p>1.6.2 Issue approval to itinerant flights to land at Samoan aerodromes.</p>	<ul style="list-style-type: none"> <li>• Record of approvals issued kept by the Ministry.</li> </ul>

**Output 1.7:** *Samoa keeping abreast of new aviation developments, research, processes and procedures in the international civil aviation arena.*

<b>Strategies</b>	<b>Performance Measures</b>
<p>1.7.1 Maintain international and regional cooperation on civil aviation matters;</p>	<ul style="list-style-type: none"> <li>• Samoa continues to be a member of international Organisations on Civil Aviation such as ICAO, DGCA, PASO and APANPIRG;</li> </ul>
<p>1.7.2 Determine adequacy and relevance of conferences, meetings and trainings on civil aviation matters contributing to the improvement and development of civil aviation in Samoa;</p>	<ul style="list-style-type: none"> <li>• Awareness and implementation of new developments on civil aviation and any new change implemented in Samoa in a timely manner.</li> <li>• Enhance safety of civil aviation activities.</li> </ul>

## 8.2 Maritime Division

**Objective 2:** *To ensure through effective national policy and regulatory frameworks, Samoa complies and continue to meet international maritime requirements of safety and security for all maritime transportation and related activities.*

**Output 2.1:** *Enforcement of the Shipping Act 1998, International Safety and Security Conventions, Small Vessel Regulations 1998, Ship Registration Regulations 2001 and ISPS Regulations 2004.*

Strategies	Performance Measures
<p>2.1.1 Conduct safety surveys and inspections of all vessels 15 meters in length and above;</p>	<ul style="list-style-type: none"> <li>• Periodic safety surveys and inspections to be carried out at intervals of 3 months, 6 months and 12 months duration on all vessels 15m in length and above;</li> <li>• Maintain safety of maritime transportation in Samoa;</li> </ul>
<p>2.1.2 Conduct safety surveys of all vessels less than 15 meters in length, including special purpose and fishing vessels;</p>	<ul style="list-style-type: none"> <li>• Carry out annual safety surveys of all vessels less than 15 meters in length regardless of their purposes to ensure compliance with Small Vessel Regulation 1998;</li> </ul>
<p>2.1.3 Port State /Flag State and Coastal State Inspections and Implementation;</p>	<ul style="list-style-type: none"> <li>• Based on the “No More Favorable Treatment” principle, all vessels foreign and local must be subjected to Port, Flag and Coastal State Control Inspections;</li> </ul>
<p>2.1.4 Safety clearances of domestic and international voyages;</p>	<ul style="list-style-type: none"> <li>• Safety Inspectors to check loading/unloading of cargoes and passengers on domestic and international voyages;</li> <li>• Ensure waterline markings and stability are strictly adhered to;</li> <li>• All dangerous cargoes stowed on vessels according to conditions imposed by the dangerous cargoes approvals;</li> </ul>
<p>2.1.5 Prepare and issue approvals for carriage of dangerous cargoes and Exemption Certificates;</p>	<ul style="list-style-type: none"> <li>• Issue approval for carriage of dangerous cargoes on all passenger/cargo vessels trading between Ports of Samoa and international operation;</li> <li>• Monitor, inspect and issue approvals for charter fuel carriage between ports in Samoa;</li> <li>• Exemptions may be issued where deem necessary;</li> <li>• In compliance with the Shipping Act 1998 and International Maritime Dangerous Goods Code;</li> </ul>
<p>2.1.6 Monitor compliance of Port Facilities, Shipping Companies and all registered ships with the ISPS Code and ISPS Regulations 2004;</p>	<ul style="list-style-type: none"> <li>• Carry out ISPS Security Assessments for International Ports in Samoa;</li> <li>• Conduct ISPS Audit of Port Facility;</li> <li>• Approve Port Facility Security Plan;</li> <li>• Carry out verification ISPS audits for Shipping</li> </ul>

	<p>Companies and Ships;</p> <ul style="list-style-type: none"> <li>• Issue approval for Shipping Companies and Ships ISPS Compliance Certificates;</li> <li>• Approve Ships Security Plans.</li> </ul>
<p>2.1.7 Risk analysis and targeting, safety and security services;</p>	<ul style="list-style-type: none"> <li>• Monitor adherence to safety and security;</li> <li>• Enforce safety, security standards and instructions;</li> <li>• Identification of risk using risk management approach (ports &amp; ships);</li> <li>• Evaluate safety, security and develop targeted initiatives for implementation through strategic outputs.</li> </ul>
<p>2.1.8 Improve response capability.</p>	<ul style="list-style-type: none"> <li>• Ensure Samoa's operational preparedness for and ability to respond to all maritime related incidents. (Marine Oil Spills, ISPS breach, vessel grounding etc);</li> <li>• Provide coordination for maritime Search and Rescue when needed;</li> <li>• Maintain an appropriate response capability for other emergencies (tropical cyclone, tsunami etc).</li> </ul>

**Output 2.2:** *Certification of Seafarers to meet standards required for each vessel type, size, tonnage and area of trade to comply with STCW 1978/1995 International Convention.*

<b>Strategies</b>	<b>Performance Measures</b>
<p>2.2.1 Ensure the NUS School of Maritime Studies training and certification regime continues to comply with STCW 1978/1995 International Convention;</p>	<ul style="list-style-type: none"> <li>• Conduct external audit of Maritime Training Institution every 18 months;</li> <li>• Review and update the Maritime Examination Bank for Masters, Engineers and Rating levels and provide relevant data for Secretariat Pacific Community (SPC) Data/Information Management System (DIMS);</li> <li>• Conduct oral examinations for all classes and levels of Masters, Engineers and Ratings when required;</li> <li>• Carry out Moderation for all examinations conducted by School of Maritime Training, Institute of Technology National University of Samoa.</li> </ul>
<p>2.2.2 Update and review Seafarers and Vessels Neptune Database;</p>	<ul style="list-style-type: none"> <li>• Update and input Seafarers records of employment and training every month;</li> <li>• Update all records of vessels' survey and manning requirements monthly;</li> <li>• Record all seafarers' STCW safety certificates issued on a monthly basis.</li> </ul>
<p>2.2.3 Promote consultation with stakeholders regarding Fishing Courses /Training for those in the</p>	<ul style="list-style-type: none"> <li>• Fishing boat Skippers and rating courses to be conducted by the School of Maritime Training on a Semester basis.</li> </ul>

fishing industry.	
2.2.4 Monitor all employment contracts for seafarers engaged on national and international employment.	<ul style="list-style-type: none"> <li>• Check all employment contracts for seafarers before endorsement.</li> <li>• Ensure all seafarers are aware of their responsibilities as well as being accountable to all actions and decisions they have made onboard vessels.</li> </ul>
2.2.5 Ensure selected seafarers for overseas employment meet selection criteria agreed upon by the recruiting agency, Maritime Training school and the Maritime Administration.	<ul style="list-style-type: none"> <li>• Participation in Samoa Shipping Services and Samoa Shipping Corporation Board Meetings.</li> <li>• Formation of a Committee targeting proper screening of seafarers to be employed by overseas Shipping Companies.</li> </ul>

**Output 2.3:** *Full compliance with IMO International Conventions, Protocols and Codes that are currently acceded to by Samoa.*

<b>Strategies</b>	<b>Performance Measures</b>
2.3.1 Review and formulate national maritime Legislations to conform to IMO International Conventions, Protocols, Codes and other relevant legislations.	<ul style="list-style-type: none"> <li>• Ensure under Pacific Islands Maritime Legislations and Regulations (PIMLAR) program of Secretariat Pacific Community Economic Development Division (SPCEDD) that national Maritime legislations are continuously reviewed to incorporate immediate changes on a regular basis.</li> </ul>
2.3.2 Enforcement of Marine Pollution Act 2008, Formulation of a Marine Pollution Committee and regular reviews of the Oil Spill Contingency Plan.	<ul style="list-style-type: none"> <li>• Full compliance with Marine Pollution Prevention Act 2008.</li> <li>• Marine Pollution Advisory Committee in place and reviews of Contingency Plan conducted.</li> </ul>

**Output 2.4:** *Enhance Divisional Staff Performance.*

<b>Strategies</b>	<b>Performance Measures</b>
2.4.1 Ensure Maritime Staff are multi-skilled, efficient and effective in the performance of duties and responsibilities.	<ul style="list-style-type: none"> <li>• Develop the skills of competent and engage division employees in IMO/SPC RMP Courses, Secondments and Attachments.</li> <li>• Capacity building and succession planning.</li> <li>• Operate in accordance with legal requirements and principles.</li> <li>• Deliver divisional improvement through sound planning, implementation and review process.</li> </ul>
The fulfillment of the above strategies must be in full compliance with International Maritime Organization required standards regardless of the national mandates.	

## 8.3 Land Transport Division

**Objective 3:** *To review the principle legislation as the guiding policy framework for land transport that enables the Ministry to effectively manage and monitor all services provided by the LTA to provide a safe, efficient and effective national road network for Samoa at all levels.*

**Output 3.1:** *Principle legislation reviewed accordingly to reflect key regulatory roles and functions of the Ministry.*

Strategies	Performance Measures
<p>3.1.1.</p> <p>Review and amend principle legislation to reflect key regulatory roles and functions of the Ministry to effectively monitor and manage all land transport services provided by the LTA.</p>	<ul style="list-style-type: none"> <li>• Principle legislation reviewed and amended to reflect key regulatory roles and functions of the Ministry.</li> </ul>
<p>3.1.2</p> <p>Advise and assist LTA to produce NRPs that comply with the Ministry's guidelines and procedures.</p>	<ul style="list-style-type: none"> <li>• High quality, accurate advice provided to LTA.</li> </ul>
<p>3.1.3</p> <p>Review annual NRPs submitted by LTA ahead of each financial year and recommend to the Minister any change requests that the Minister should formally issue to LTA.</p>	<ul style="list-style-type: none"> <li>• NRP reviews are comprehensive, robust and well documented;</li> <li>• Requests for changes and corrective actions are well justified, founded on economic criteria and analysis and based on published Ministry policies;</li> <li>• Reviews are completed and LTA is informed of review outcomes within the published deadlines.</li> </ul>
<p>3.1.4</p> <p>Review requests from LTA to amend the NRP where such a need arises to meet operational requirements or changed circumstances during the financial year. Initiate and process NRP amendments where sought by the Ministry or Cabinet during the financial year.</p>	<ul style="list-style-type: none"> <li>• All NRP amendments are formally processed in accordance with policies published from time to time (as per Strategy 3.1.1 above).</li> </ul>

**Output 3.2:** *LTA complying with operational standards and achievement of NRP targets and outcomes through performance monitoring by the Ministry.*

<p>3.2.1</p> <p>Develop and implement ongoing performance monitoring of the LTA through Road Maintenance Inspection Programs.</p>	<ul style="list-style-type: none"> <li>• LTA provides a safe, efficient and effective national road network for Samoa.</li> </ul>
<p>3.2.2</p> <p>Produce, document and disseminate clear policies, procedures, timetables and guidelines governing periodic reporting by LTA to the Ministry.</p>	<ul style="list-style-type: none"> <li>• Requirements for monthly, quarterly and annual reporting by LTA are clear, robust and achievable.</li> </ul>
<p>3.2.3</p> <p>Review all periodic reports issued by LTA and either approve the reports, or issue. Corrective action requests as required.</p>	<ul style="list-style-type: none"> <li>• Reviews are timely, robust and clearly documented and meaningful.</li> <li>• Corrective actions are implemented by LTA where required.</li> </ul>
<p>3.2.4</p> <p>Implement a program of technical and business process audits of LTA to monitor quality of LTA's business processes and achievement of LTA's NRP outputs against agreed targets and outcomes</p>	<ul style="list-style-type: none"> <li>• Undertake or commission the following audits/reviews each year:             <ul style="list-style-type: none"> <li>- Audits of construction projects;</li> <li>-Audits of all road maintenance contracts.</li> </ul> </li> </ul>

**Objective 4:** *Road Safety enhanced in Samoa and deaths and injuries progressively reduced by road crashes by 60% over the period of 2015 – 2018.*

**Output 4.1:** *Frequently undertake NRSC Meetings to discuss progress of Road Safety activities to achieve Objective 4.*

<b>Strategies</b>	<b>Performance Measures</b>
<p>4.1.1</p> <p>Provide leadership, technical and secretariat support to facilitate NRSC meetings and key activities which will produce, promulgate and implement the Decade of Action for Road Safety 2011 – 2020.</p>	<ul style="list-style-type: none"> <li>• NRSC holds formal meetings every month to document progress reports from sub-committee;</li> <li>• NRSC publishes first review of the Decade of Action for Road Safety 2011-2020;</li> <li>• Review and update the Decade of Action for Road Safety 2011 – 2020 in every three years;</li> <li>• Subject to approval and confirmation of</li> </ul>

	road safety targets in the NRSAP, death and injuries from road crashes to be reduced by 60% from 2015 to 2018.
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**Output 4.2:** *Manage and oversee the legislative environment for all road transport matters in Samoa.*

Strategies	Performance Measures
4.2.1 Assist and facilitate the promulgation of regulations made under the LTA Act 2007.	<ul style="list-style-type: none"> <li>Consult with LTA, OAG and Ministry of Police to ensure that new regulations under the LTA Act are robust and are enacted efficiently and without delay;</li> <li>Assist LTA to implement key regulatory changes to support vehicle registration and driver licensing as follows.</li> </ul>
4.2.2 Review legislative needs of the land transport sector and initiate amendments to legislation where required.	<ul style="list-style-type: none"> <li>Assist LTA to undertake a comprehensive review of road rules and associated legislation;</li> <li>Monitor legislative needs of the Land Transport Sector and consult with sectoral agencies. Initiate changes to laws where required.</li> </ul>

**Objective 5:** *To ensure quality and effective construction, management and monitoring of all public assets taking into consideration the mitigation of climate change impacts on all roads infrastructure.*

**Output 5.1:** *Good quality construction of roads and effective management of all public assets to mitigate climate change impacts.*

Strategies	Performance Measures
5.1.1 Undertake Road Maintenance Inspection Programs on a quarterly basis to ensure compliance and quality construction by LTA and its service providers.	<ul style="list-style-type: none"> <li>Total number of Road Maintenance Inspection Programs undertaken by LTD and reported to the Chairman of LTA Board and Hon. Minister of Works.</li> </ul>
5.1.2 Undertake Site Inspection Programs to monitor all public assets to ensure safety and mitigation of climate change impacts.	<ul style="list-style-type: none"> <li>Total number of site Inspections carried out by LTD for all public assets.</li> </ul>

**Objective 6:** *To promote flood mitigation through effective drainage monitoring and management.*

**Output 6.1:** *Memorandum of Understanding formulated and put in place to ensure effective collaboration of MWTI and its key stakeholder partners to effectively monitor and manage the public drainage network.*

<b>Strategies</b>	<b>Measures</b>
<p>6.1.1</p> <p>Formulate a Memorandum of Understanding for all Flood Mitigation-Drainage Subsector members to sign and implement accordingly.</p>	<ul style="list-style-type: none"> <li>• MoU in place and implemented accordingly.</li> </ul>
<p>6.1.2</p> <p>Provide leadership and coordination role in spearheading subsector activities and monthly meetings.</p>	<ul style="list-style-type: none"> <li>• Monthly meetings frequently undertaken and carried out on a monthly basis.</li> </ul>
<p>6.1.3</p> <p>Spearhead key activities accentuated by the subsector for the effective management of the public drainage network.</p>	<ul style="list-style-type: none"> <li>• Number of key activities carried out by the subsector to monitor the effective management of public drains.</li> </ul>
<p>6.1.4</p> <p>Review Public Drains Regulation 2007.</p>	<ul style="list-style-type: none"> <li>• Public Drains Regulation reviewed to incorporate key roles and functions of MWTI to ensure effective monitoring and compliance by the public community.</li> </ul>

## 8.4 Policy and Planning Division

**OBJECTIVE 7:** *To provide the highest quality transport and infrastructure sector strategic policy, advice and plans to the MWTI and government in a timely manner. This includes ensuring that the advice provided is informed by research and/or consultation, integrated, is comprehensive and available.*

**Output 7.1:** *Externally focus on national transport policy, planning, research and analysis for the benefit of the Government of Samoa and its people.*

Strategies	Performance Measures
<p>7.1.1 Lead the coordination and implementation of the National Infrastructure and Strategic Plan (NISP)<sup>5</sup>.</p>	<ul style="list-style-type: none"> <li>• Ensure that NISP is fully addressed by operational needs and constraints and are aligned with the government's overall strategic direction and statements of intent;</li> <li>• Optimised economic return on investments in transport and infrastructure sector;</li> <li>• Procurement of a Technical Assistance to oversee the overall implementation of the NISP, specifically on transport and telecommunication sector.</li> </ul>
<p>7.1.2 Provide advice and solutions to cross-sectoral and transport sector-wide issues raised by the Minister, CEO or other stakeholders.</p> <p>Provide comments based on a whole-of-Ministry perspective to papers and proposals from other parts of the Ministry, agencies and interest groups. Analyse and review public submissions on cross-sector issues.</p>	<ul style="list-style-type: none"> <li>• Timely, accurate and robust policy advice provided to all stakeholders;</li> <li>• Timely, accurate and robust comments provided on all relevant documents submitted for review;</li> <li>• Broad as well as immediate implications and benefits of policy decisions are understood;</li> <li>• An integrated, sector-wide perspective strengthens quality of advice.</li> </ul>
<p>7.1.3 Undertake research on key areas of strategic priority to the Ministry; organizing and facilitating meetings for policy development, analysis and research work; consulting widely; using robust methods of analysis and monitoring trends.</p>	<ul style="list-style-type: none"> <li>• Research is timely, relevant and robust and adequately informs policy development and other tasks throughout MWTI.</li> </ul>

<sup>5</sup> NISP refers to National Infrastructure and Strategic Plan.

<p>7.1.4 Establish and maintain a network of professional relationships both within and beyond Samoa that facilitates access to relevant knowledge and industry developments.</p>	<ul style="list-style-type: none"> <li>• Good relationships are established with counterpart transport organizations and specialists which are relevant and beneficial to Samoa.</li> </ul>
<p>7.1.5 Investigate options, costs and benefits of MWTI entering into organizational twinning arrangement(s) with and overseas counterpart agency or agencies.</p>	<ul style="list-style-type: none"> <li>• Timely, accurate and robust advice to CEO on twinning policy, if adopted.</li> </ul>
<p>7.1.6 Lead appropriate consultation processes within the transport sector and community and ensure that MWTI policy development takes account of operational implications and imperatives as well as impacts on other agencies and stakeholders.</p>	<ul style="list-style-type: none"> <li>• Effective and genuine consultation processes.</li> <li>• Maximum support by external stakeholders for MWTI policies, strategies and initiatives.</li> </ul>

**Output 7.2:** *National Transport Policy and Planning services internal to the MWTI.*

<b>Strategies</b>	<b>Performance Measures</b>
<p>7.2.1 Provide high quality and timely service to the CEO by responding to ministerial correspondence and queries, writing briefing papers, researching and preparing reports and Cabinet papers.</p>	<ul style="list-style-type: none"> <li>• CEO effectiveness and Ministry performance must be strengthened by quality advice and professional support services.</li> </ul>
<p>7.2.2 Provide specialist advice and leadership to strengthen the quality of policy and/or research work undertaken by other divisions of the Ministry.</p>	<ul style="list-style-type: none"> <li>• All relevant MWTI divisional staff receives assistance on their policy development work, if required.</li> </ul>
<p>7.2.3 Enhance the skills of the Ministry's advisors doing policy and research through involvement in staff development activities.</p>	<ul style="list-style-type: none"> <li>• All relevant MWTI divisional staff receives training and guidance on their policy development work.</li> </ul>
<p>7.2.4 Lead the annual development and updating of MWTI's Corporate Plan seeking appropriate inputs from ACEOs ensuring the Plan is completed on time and in accordance with MoF requirements.</p>	<ul style="list-style-type: none"> <li>• The MWTI Corporate Plan is clear, robust, high quality and completed on time and in accordance with all MoF requirements.</li> </ul>

**Output 7.3:** *Coordinating and implementing of Transport Sector Plan in Samoa.*

<b>Strategies</b>	<b>Performance Measures</b>
7.3.1 Secretariat for the Transport Sector Steering Committee (TSSC) as approved by Cabinet.	Prepare Agenda and Minutes and inform TSSC members;  4 TSSC quarterly meetings within a year and/or any other emergency meetings if there are any urgent matters that need to be discussed;  Respond to any queries raised by TSSC.
7.3.2 Lead the coordination and implementation of the Transport Sector Plan (TSP).	Prepare consultations with relevant stakeholders.
7.3.3 Lead the preparation and coordination of a Medium Term Expenditure Framework and Annual Review for the Sector in accordance with MoF requirements.	
7.3.4 Provide adequate collaborative support to other government agencies and public and private sector for the monitoring and evaluating of a TSP.	
7.3.5 MWTI to lead cooperative meetings/conference with relevant stakeholders to consult on the implementation of the TSP.	<ul style="list-style-type: none"> <li>• Effective and productive meetings;</li> <li>• Good relationships are established with counterpart transport organizations and specialists which are relevant and beneficial to the development of the transport sector of Samoa;</li> <li>• Timely and accurate advice provided to all stakeholders.</li> </ul>

**Output 7.4: Controlling and maintaining good Information Communication Technology (ICT) within the Ministry.**

<b>Strategies</b>	<b>Performance Measures</b>
7.4.1 Update Ministry's website to ensure accurate information.	Weekly update of website to ensure all information are accurate.

## 8.5 Asset Management Building Division

The Asset Management Buildings Division is a non-transport related business division of the MWTI.

**OBJECTIVE 8:** *To ensure that all the building activities, structures and developments in Samoa are stable, sustainable and safe in compliance with requirements of prevailing building codes and standards.*

**Output 8.1:** *Enforce compliance with the National Building Code for Western Samoa 1992 and the Ministry of Works Act 2002 Part IV.*

Strategies	Performance Measures
<p>8.1.1 Enforce the implementation of the issuance of Building Permits.</p>	<ul style="list-style-type: none"> <li>• Check, review and certify all design documentation to ensure compliance with Building Regulations and Referenced Standards;</li> <li>• Compliance with local authorities including Development Consent from PUMA, FESA, LTA, EPC, Bluesky and an Engineering Certificate from Structural Engineer;</li> <li>• Digitise records of all approved Building permits to be kept by the Ministry.</li> </ul>
<p>8.1.2 Strictly monitor the construction/building/execution of structures.</p>	<ul style="list-style-type: none"> <li>• Perform daily/weekly field inspections;</li> <li>• Improve record keeping ensuring all structures are included in inspection schedule;</li> <li>• Issue necessary warning where applicable;</li> <li>• Issue penalty points when necessary;</li> <li>• Keep record of companies who have numerous occasions of non compliance in their construction project.</li> </ul>
<p>8.1.3 Follow through and enforce the issuance of Building permits.</p>	<ul style="list-style-type: none"> <li>• Inspect and follow up on construction of building structures;</li> <li>• Issue stop orders when necessary in the interest of public safety;</li> <li>• Provide technical advice on how to rectify non compliance issues;</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure inspectors are well equipped and have access to all parts of Samoa to offer inspection and technical advice services.</li> </ul>
<p>8.1.4 Provide clear guidance for submissions to obtain Building Permits.</p>	<ul style="list-style-type: none"> <li>• Provide assistance/advice to clients so that they are aware of their obligations and know what they must do to obtain full compliance;</li> <li>• Robust dissemination of information to raise public awareness on correct construction methods;</li> <li>• Inform clients to provide: <ul style="list-style-type: none"> <li>- Development Consent from PUMA, signed approval of Compliancy Form from , FESA, LTA, EPC, Bluesky and when required, an Engineering Certificate from a certified Structural Engineer.</li> </ul> </li> </ul>
<p>8.1.5 Provide supervisory role and technical advice for Government funded and Donor funded projects.</p>	<ul style="list-style-type: none"> <li>• Conduct on-site daily/weekly inspections of all Government Projects.</li> <li>• Offer sound and unbiased technical advice to ensure National Building Codes and standards are met before construction is commenced.</li> </ul>
<p>8.1.6 Conduct safety, stability and sustainability survey of all existing buildings and sanitation facilities.</p>	<ul style="list-style-type: none"> <li>• Maintain safety of Government and other public buildings in compliance with prevailing Building Codes and standards as carried out during daily Building &amp; Sanitation inspections.</li> </ul>
<p>8.1.7 Ensure best practice procedures are implemented.</p>	<ul style="list-style-type: none"> <li>• Review of the National Building Code of Samoa;</li> <li>• Establish and provide secretariat support to Building Committee;</li> <li>• Provide certificate of completion to all buildings built with a permit to National Building Code standards.</li> </ul>
<p>8.1.8 Ensure all sectors of society are able to building in compliance with the national building code.</p>	<ul style="list-style-type: none"> <li>• Create pre approved simple plans for low income families with a bill of quantities so they can stay within budget;</li> </ul>

	<ul style="list-style-type: none"> <li>• Continue to publicise best building practices through media;</li> <li>• Allow within building regulations a range of building types and solutions to meet varying budget requirements.</li> </ul>
8.1.9 Registration of Building Contractors.	<ul style="list-style-type: none"> <li>• Update registration every 12 months;</li> <li>• Approved register of building contractors to be kept by the Ministry;</li> <li>• Compliance with MWTI criteria for registration and Samoa Tenders Board Guidelines.</li> </ul>
8.2.0 Strengthen Division efficiency in service delivery.	<ul style="list-style-type: none"> <li>• Improve communication lines and information sharing within team;</li> <li>• Centralise record keeping into unified database;</li> <li>• Provide inspectors with extra training in seismic assessment, energy efficiency and climate proofing buildings;</li> <li>• Obtain access to current relevant building information and standards from overseas;</li> <li>• Digitise issuance of building permits and certificates of completion.</li> </ul>

## 8.6 Corporate Services Unit

The Corporate Services Division of the MWTI's prime responsibility is to support the core functions of the Ministry.

**OBJECTIVE 9:** *To monitor and facilitate the implementation of the performance management systems and capacity building systems in MWTI.*

**Output 9.1:** *Effective human resource management systems in compliance with Public Service Act 2004, PSC regulations 1979, Recruitment and Selection Manual, Working Condition and Employment Manual, Discipline and Grievance Manual.*

Strategies	Performance Measures
9.1.1 Strengthen policy advice role on HR matters through Human Resource Coordinators.	<ul style="list-style-type: none"> <li>• Increase level of understanding on HR matters;</li> <li>• Provide progress reports to management on HR issues on a fortnightly basis;</li> <li>• Implement an effective management system and leadership style.</li> </ul>
9.1.2 Implement and Monitor the Staff Performance Appraisal System.	<ul style="list-style-type: none"> <li>• Number of Performance Appraisal Reports completed for all staff;</li> <li>• Number of Performance Plans prepared for all staff per year;</li> <li>• Conduct a 6 months review for all staff performance plans.</li> </ul>
9.1.3 Establish appropriate structures to support public sector reforms.	<ul style="list-style-type: none"> <li>• Coordinate a review of the organization structure;</li> <li>• Facilitate a Review of core functions of MWTI;</li> <li>• Conduct job analyses;</li> <li>• Conduct comparative analysis of remuneration for relevant fields. (technical, professionals, administrative etc.)</li> </ul>
9.1.4 Provide an effective Human Resource Management System.	<ul style="list-style-type: none"> <li>• Update Recruitment and Selection Process on a quarterly basis;</li> <li>• Be pro-active in forecasting HR needs of MWTI;</li> <li>• Comply with grievance management systems;</li> <li>• Bi-annual review of performance measures in achieving objectives.</li> </ul>
9.1.5 To monitor the implementation of the	<ul style="list-style-type: none"> <li>• Conduct a review of the Workforce Plan to ensure that all the issues identified in the plan</li> </ul>

Ministry Workforce Plan 2012-2015.	are addressed and resolved.
9.1.6 To ensure safety of all HR Personnel.	Constantly provide support services to all divisions in terms of Capacity Building etc.

**OBJECTIVE 10:** *To ensure the efficiency and effectiveness of the Financial Management System.*

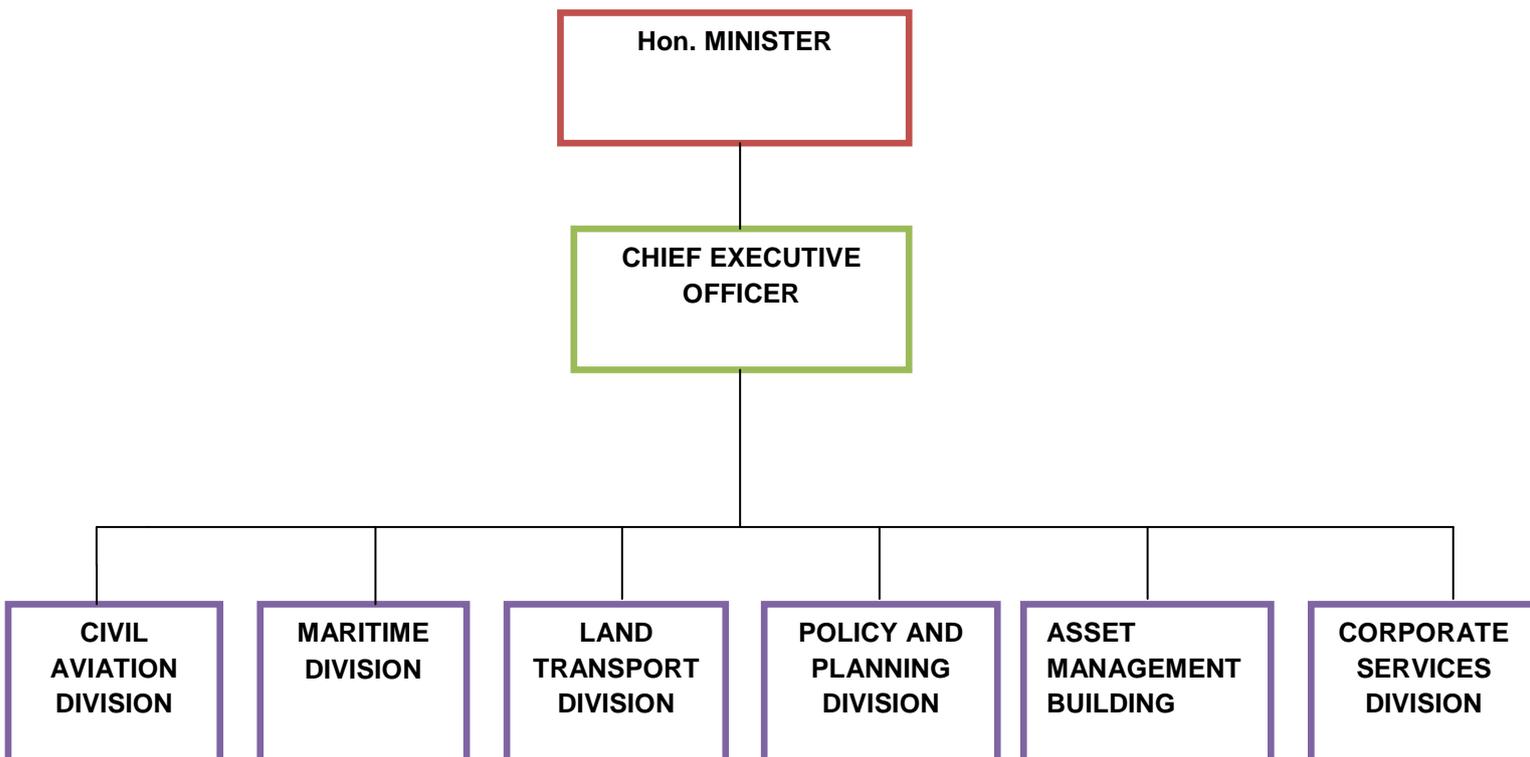
**Output 10.1:** *Maintain regularity of budget management.*

<b>Strategies</b>	<b>Performance Measures</b>
10.1.1 Strengthen internal control systems and reports.	<ul style="list-style-type: none"> <li>• Monthly reconciliation;</li> <li>• Receipt books to be properly recorded in register;</li> <li>• Conduct internal spot checks on revenue collections and office supplies;</li> <li>• Proper controls in the utilization of fuel.</li> </ul>
10.1.2 Asset Management.	<ul style="list-style-type: none"> <li>• Maintain asset register, asset funding, ownership, procurement, risk management, opportunity cost;</li> <li>• Criteria used for acquisition and replacement.</li> </ul>
10.1.3 Ensure timely processing of orders and payments for goods and services required.	<ul style="list-style-type: none"> <li>• Monthly percentage of cost recovery;</li> <li>• Update financial reports monthly;</li> <li>• Issues monthly reminder letters and due payments notices;</li> <li>• Increased level of internal and external customer satisfaction.</li> </ul>
10.1.4 Strengthen records management.	<ul style="list-style-type: none"> <li>• Monitor the implementation of CARS system.</li> </ul>

## 9. Organizational Structure

The Minister of Works, Transport and Infrastructure is the executive authority. Reporting to him and responsible for the operational management of the Ministry is the Chief Executive Officer, 6 Assistant Chief Executive Officers and staff employed in these 6 divisions. The divisional responsibilities and main priorities are summarized above. A simple view of the Ministry's content is depicted by the following organizational flow chart.

### Organizational Chart



#### KEY:

-  Hon. Minister
-  Chief Executive Officer
-  Divisions