



# **CORPORATE PLAN 2025 - 2027**

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## 1. MESSAGE FROM THE CHAIRMAN

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On behalf of the Board of Directors and Management, it is our privilege to present the Corporate Plan (CP) 2025 – 2027, as required under the Public Bodies Act 2001 and the Airport Authority Act 2012. In preparing this Plan, we take the opportunity to reflect on the achievements of previous Corporate Plans that have contributed significantly to the success of the Samoa Airport Authority (SAA).

As the frontliner of air travel for Samoa, this document serves as an Operational Manual to guide the SAA in achieving its strategic goals and initiatives. The Corporate Plan will be periodically reviewed to ensure that it remains relevant and responsive to evolving challenges and opportunities.

The SAA remains firmly committed to complying with international and domestic safety and security standards. This commitment involves continuous efforts to integrate sustainable practices and bolster resilience measures, particularly in the development of innovative infrastructure aimed at promoting both safety and efficiency in our daily operations. Equally important is the maintenance and upkeep of our facilities, infrastructure, and technological equipment to service the diverse needs of our partners and the public.

As we continue to face the effects of climate change, including rising sea levels that directly impact airport operations, we acknowledge the need to implement appropriate mitigating measures. In this CP term, SAA will focus on addressing these climate-related challenges and ensuring that our infrastructure remains resilient to environmental threats.

This Corporate Plan introduces new Infrastructural Development Projects, identified as priorities for the period ahead. These include:

1. The development of a Regional Airport Terminal to cater specifically to air traffic from Pacific Islands.
2. Construction of a New Apron and Parking area for small aircraft and private jets.
3. Establishment of a New Hangar for the servicing, repair, and maintenance of Code C and Code E aircraft.
4. Construction of a New Cargo Building equipped with coolers for handling imports and exports, including refrigerated goods.
5. The planning phase of a New International Terminal 3.
6. Commercial leasing of unused land at Faleolo for aviation-related business ventures.

Some of these projects are targeted for completion ahead of the CHOGM (Commonwealth Heads of Government Meeting) in October 2024, while others will extend beyond, forming part of the ongoing infrastructure improvements planned during this Corporate Plan period. Additionally, the refurbishment of existing facilities at Maota, Asau, and Fagalii Airports, along with the quality maintenance of upgrades at Faleolo International Airport, remain key priorities.

As a Public Trading Body, the SAA is committed to maintaining high standards of service delivery, with the objective of achieving the mandated Return on Equity (RoE) under the Public Bodies Act. Furthermore, as an Essential Service Provider (ESP), SAA will continue to collaborate with the National Emergency Operations Centre (NEOC) and the Ministry of

Health (MOH) to implement precautionary measures that safeguard Samoa from future pandemics and minimize travel disruptions.

In light of these precautionary measures and its impact on our ability to sustain available resources while facilitating and funding the completion of planned developmental and infrastructural projects, the SAA acknowledges that work must proceed with courage and to revise its core objectives and clarify its capabilities for the next 0-48 months with a high-level of alertness and prudence in the changing scenarios of Samoa developments.

SAA, urges with respect the support and commitment of the Government of Samoa, Development Partners and Stakeholders, domestic and international, in building a mutually beneficial partnership for the successful implementation and achievement of this new CP.

Finally, the Board, Management and Staff of the Authority is acknowledged with appreciation for its input and contribution in developing and bringing into fruition this CP 2025 – 2027.

Soifua,



Leiatua Letauā Isikuki Punivalu

**CHAIRMAN – BOARD OF DIRECTORS**

## 2. EXECUTIVE SUMMARY

In line with the Pathway for the Development of Samoa 2021 - 2026 (PDS) Key Strategic Outcome 5 – Structured Public Works and Infrastructure; Key Priority Area 21, the SAA Board of Directors and Management will also prioritize the following Aviation indicators in accordance with the Transport & Infrastructure Sector Plan *GOAL 3: ‘Strengthen the safety and security of the aviation industry to improve connectivity for Samoa to the outside world’*:

- (i) International Safety, Security, and Aviation Compliance;
- (ii) Airport’s capacity, Safety, Security 100% compliance with national and international standards;
- (iii) Airport’s construction standards and compliance

The Faleolo and Fagalii International Airports being main gateways to Samoa will continue to play a vital facilitating role in the growth of PDS key economic and infrastructural areas of Tourism, Trade and Transport.

The SAA in its CP 2025-2027 incorporates airport new development and construction works over the next three years, geared towards meeting all stakeholder expectations of the Authority’s service delivery. This CP sets the overall platform for financial and operational activities of the Authority, to ensure the efficient and effective realisation of new projected outputs over the four-year period.

As the main operator of airports, the SAA will undertake projects on behalf of the Government to establish Samoa International Airports as a safe and secure hub of air travel, with a resilient sustainability strategy that enhances service delivery and ensures compliance with relevant regulations. Of primary importance is the construction of sustainable developmental projects for Faleolo International Airport including:

- (i) a new VIP Building,
- (ii) a new Regional Terminal on the west side of the Faleolo International Airport premises (FIA),
- (iii) hangar upgrade and relocation,
- (iv) rehabilitation and upgrade of existing seawall and airfield drainage improvements,
- (v) installation of new navigation systems to improve operational safety,
- (vi) upgrade of both aprons (east and west),
- (vii) upgrade and relocation of the cargo building,
- (viii) expansion of the main FIA terminal.

Other planned capital projects for this corporate period includes the;

- (i) refurbishment and extension of the Fagalii Airport, renovation of Maota and Asau;
- (ii) supply and installation of new CT x-ray technology machines.

With promising aeronautical revenues since the resumption of international travel, the SAA will capitalize on this revenue growth to invest more in airport infrastructure and expand services to meet the growing demand of passengers. Positive trends in air travel frequency are expected to benefit Samoa economically and boost tourism, underscoring the importance of a modern and well-managed airport facility.

The SAA will also continue to capitalize on new airport related business opportunities to maximise on its revenue earning capacity. This includes the commercial utilization of its unused lands for more revenue generating aviation projects.

In Human Resource Development, the SAA is committed to upskill its staff and will engage in formal capacity building programs on offer from technical and tertiary institutions, local and overseas. The SAA as one of its key priorities will also place more emphasis on improving general customer service standards through dialogue, awareness and peer benchmarking sessions with its airport tenants and businesses.

Finally, the SAA will continue to collaborate with key Government Agencies in promoting Samoa as a destination and assist new airlines or new routes by provision of incentive schemes to attract more air carriers to utilize Faleolo International Airport and its new facilities.

“Tatou faatuatua i le Atua, auā o ia e mafai ai mea uma i lona faatasi mai”

Soifua and God Bless,



Tumanuvao Evile Falefatu  
**GENERAL MANAGER**

### 3. OUR VISION, MISSION & VALUES

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#### **VISION**

"To be a leading regional hub for safe, secure, and sustainable air travel, fostering Samoa's growth through world-class aviation infrastructure and services."

#### **MISSION**

"To provide efficient, safe, and secure airport services that meet international standards, supporting the economic and social development of Samoa by delivering excellence in aviation infrastructure, operational performance, and customer service."

#### **CORE VALUES**

##### **Safety & Security**

We are committed to upholding the highest safety and security standards in all our operations, ensuring the well-being of our passengers, staff, and stakeholders.

##### **Operational Excellence**

We strive for continuous improvement and innovation in our services, aiming to achieve operational efficiency and service quality that exceed customer expectations.

##### **Sustainability & Resilience**

We prioritize sustainable development and resilience, incorporating environmentally-friendly practices and preparing for future challenges, particularly in relation to climate change.

##### **Customer-Centric Service**

We put the needs of our passengers, airlines, and airport users at the center of everything we do, delivering a seamless and positive customer experience.

##### **Collaboration & Partnership**

We work closely with local and international partners, government agencies, and the community to promote Samoa as a destination and enhance the value we offer to stakeholders.

##### **Integrity & Accountability**

We operate with integrity, transparency, and accountability, ensuring responsible stewardship of our resources and full compliance with national and international aviation regulations.

##### **Innovation & Growth**

We embrace innovation and pursue opportunities for growth that strengthen our position as a regional aviation leader, driving Samoa's economic progress.



## 4. OUR STRATEGIC GOALS

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**Strategic Goal 1:** Strengthen Safety and Security of Aviation Services.

**Strategic Goal 2:** Improve Climate Resilience and Sustainability of Airport Infrastructure

**Strategic Goal 3:** Expand International and Domestic Connectivity

**Strategic Goal 4:** Maximize Economic Contributions of the Air Subsector

**Strategic Goal 5:** Forecast and Plan for the Future of Samoa's Aviation Services

**Strategic Goal 6:** Optimize Operational Efficiency and Service Delivery

**Strategic Goal 7:** Promote Compliance with Environmental and Health Standards





## 5. AUTHORITY PROFILE

### 5.1 AIRPORT ADMINISTRATION

SAA comprises of 5 Board of Directors, 1 General Manager and 9 Department Managers.

The Authority employs relevant professions to service airports under its jurisdiction. Faleolo Airport operates on a 24/7 basis while Fagalii operates on a 12-hour daily basis from 6am to 6pm. The successful implementation of the 2025-2027 CP and its deliverables will require strategic planning and management of resources through exploration of opportunities with PPPs and through the reassessment of staffing requirements.

Funding of airport operations and activities is the responsibility of the Airport Authority.

#### **Faleolo International Airport**

Faleolo International Airport ("Faleolo") was originally constructed in 1942 by the United States Marines and is located about 40 kilometres from Apia. The Faleolo airport site comprises of approximately 634 acres of land on the north-western coast of Upolu Island.

Since its establishment in 1986, the authority had continued to improve and maintain its service delivery even at unprecedented times through quality maintenance and upgrading of airport infrastructure and equipment. These projects were funded with appreciation and full support of the Government of Samoa through a combination of external grants and loans from its development partners.

The majority of regular passenger transport (RPT) international services originate from Australia, New Zealand, Fiji and Hawaii generally using B737-800, B777, B787; A320, A332 and A20N aircraft during the peak Christmas/New Year periods. International services between New Zealand, Australia, Fiji and Samoa have strengthen since the reopening of international borders with weekly flights rapidly increasing. Inter-island flights between Samoa and American Samoa resume using Twin Otters (DHC6) & Turbo Commanders (AC90).

#### **Fagalii International Airport, Upolu Island**

Fagalii Airport, originally planned by the New Zealand colonial administration as military airfield in 1939 was finally constructed in 1969. The airport is situated in the Village of Fagalii on the north of Upolu Island.

Since its establishment, Fagalii Airport has experienced challenges providing continuous service, which has led to intermittent suspensions of flight service between American Samoa and Samoa owing to safety concerns.

Under jurisdiction of the Government, the airport is now resuming air travels between Samoa and neighboring island countries. The airport is certificated and subjected to annual safety audits by the Ministry of Works, Transport and Infrastructure.

#### **Maota Airport, Savai'i Island**

Maota Airport is situated on the outskirts of the main town of Salelologa on the Island of Savaii. The airport is primarily used for domestic travel between Upolu and Savaii. The airport is certificated and subjected to annual safety audits by the Ministry of Works, Transport and Infrastructure.

#### **Asau Airport, Savai'i Island**

This Airport is situated in the village of Asau on the north-western coast of Savaii. The airport caters for domestic flights only, with airport terminal and runway being maintained by the Authority to comply with its Part 139 Certificate.

#### **Tiavea Airport, Upolu Island**

Located in the Aleipata District, construction site has been suspended.

## 5.2 BRIEF HISTORY

Outlined below is a brief history of the Samoa Airport Authority since its establishment.

1984	The Airport Authority Act 1984 passed by Parliament with the Airport under the Civil Aviation Department of the Ministry of Works, Transport and Infrastructure.
	New Terminal Building donated by the Government of Japan.
1985	Faleolo runway was upgraded and extended to 2700 meters to cater for 747 operations.
1986	The Airport Authority was separated from the Ministry of Transport as a State-Owned Enterprise.
1987	First Instrument Landing System (ILS) for runway 08 donated by the Government of Japan, was installed at Faleolo International Airport.
1990	Asau airstrip was destroyed by Cyclone Ofa.
1992	Fagalii Airport was declared as a Custom Port of Entry.
1994	Maota Airport was tar sealed and extended to 700metres.
1996	Asau Airport reopened at new location.
1997	Maota was declared a Custom Port of Entry.
2000	Faleolo runway resealed and extended by 300 meters including addition of another taxiway and expansion of the apron to accommodate parking of 2 code E and 1 code C or D aircraft.
	Construction of a new Control Tower, Fire Station and commissioning of two (2) new Rosenbauer fire appliances.
	Car Park and terminal building upgrade were completed.
2003	Fagalii airport closed down.
2005	Polynesian Blue Airlines started its operations in October
2012	Samoa Airport Authority Act 2012 came into effect.
2014	World Bank funded Samoa Aviation Investment Project to improve safety and security of airport infrastructures became effective in August.
2015	Ground-breaking in July for construction of the new terminal building.

2018	Opening of Training & Emergency Operations Centre (TEOC) and Mechanical workshop in March.
	New Terminal building construction completed and opened in May.
2019	Aerobridges commence operations
	New Faleolo airport expansion opened in May.
	Tiavea Airport construction commenced.
2020	Faleolo Airport runway extension to the west
	Upgrades on airfield lightings and Installation of 400KVA generators to replace old equipment.
	Installation of new Air Traffic Services ground-to-air long term range communications system including an improved voice logging capability.
	Acquisition of an Asset Management Software - MEX
2021	As one of the key members of the National Emergency Operations Committee was actively involved in the implementation of covid preventative measures; villages, deliver materials
	Faleolo International Airport Health Accreditation for ACI
2022	Samoa Aviation and Roads Investment Project (SARIP) funded by the World Bank Group effective in October.
2023	Fagalii Airport re-open. Change ownership from Samoa Airways to SAA
	Tiavea Airport project suspended

### 5.3 HUMAN RESOURCES

- The total number of staff employed by the Authority as at 30th June 2024 is 340 inclusive of the staff located at the Savaii Airports. SAA continues to recognize the need to develop the relevant career path and skills in order to maintain an effective work force. This is realised through on the job trainings, learning through interchange of experiences, workshops, conferences, refreshers, scholarship opportunities, and after-hours studies both distance flexible learning (DFL) education and in-country.
- Staff are also encouraged to enrol and participate in Courses available at the National University of Samoa, University of the South Pacific Alafua and Technical Tertiary Institutions such as the APTC (Vaivase and Nadi Centers).
- SAA is continually supporting and encouraging the enrolment and attendance of its Trades personnel in the Samoa Apprenticeship Scheme for Trades certification in their specialised areas; mechanical, welding, carpentry, painting, plumbing, air condition, electrical and electronics.
- As a vital obligation of SAA, Air Traffic personnel are continually trained and tested for certification as part of the requirements of their careers which are conducted overseas and in-country.
- RFS and Security Services personnel continue to undergo vigorous medical, physical and tactical tests as an integral part of their abilities

#### **5.4 POST PANDEMIC STAFFING MEASURES**

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- Impacts of global pandemics have compelled the Authority to implement strategic and comprehensive staffing measures that prioritize safety and adherence to new health guidelines.
- The main focus is on ensuring that there is an adequate number of highly qualified personal at all times in order to achieve optimal airport operations in critical areas such as Air Traffic Control, Terminal Cleaners, Security Services and Rescue Fire Services for compliance and security purposes.
- The plan takes into account anticipated growth projections, seasonal fluctuations in passenger traffic, and the need to maintain budgetary constraints while still meeting staffing needs.
- Recruitment activities will be conducted with strict adherence to hiring standards amidst ongoing training programs to ensure staff stay current with industry trends and best practices while providing excellent service in the next 48 months period.

## 6. MANDATE

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The 2012 Airport Authority Act (repealed the 1984 Act) has incorporated more flexibility in the relevant requirements to improve the SAA's Aviation Safety and Security related functions and the inclusion of a more commercially oriented focus.

In addition, the following relevant Acts, Ordinances and Regulations provide additional mandates for the Authority's obligations.

### **Air Transport/Aviation**

- Civil Aviation Act 1998
- Civil Aviation Regulation 2000
- Safety and Security Levy Regulation 2015
- Airport Authority Fees, Charges and Levies Regulations 2012
- Ministry of Transport Act 1978
- Carriage by Air Act 1964

### **Airport Facilitation**

- Customs Act 2014
- Immigration Act 2004
- Fire & Emergency Services Authority Act 2008
- Ministry of Health Act 2006
- Quarantine Act 2005
- National Disaster Management and Emergency Act 2007

### **Public Order**

- Police Service Act 2009
- The Liquor Act 2013
- Crimes Ordinance Act 2013
- Counter Terrorism Act 2014

### **Public Governance**

- Public Finance Management Act 2001
- Public Bodies (Performance & Accountability) Act 2001
- Public Bodies (Performance & Accountability) Regulation 2002
- Labour and Employment Relations Act 2013
- Accident Compensation Corporation Act 1989
- Samoa National Provident Fund Act 1972
- Income Tax Act 1974

- Customs Tariff Act 1975
- VAGST Act 1992/3
- Occupational Safety and Health 2002
- Fair Trading Act 1998
- Ombudsman Act 2013
- Audit Act 2013

**The following Policy Documents also directs and guide SAA activities:**

- Cabinet Directives
- Dividend Policy
- CSO Policy
- Treasury Instructions
- SAA Board Resolutions
- SAA Administration Manual and SAA Accounting Manual

### **Tourism**

SAA will continue to provide and maintain the required infrastructure and related facilities at the Airport to accommodate the movement of the travelling public.

### **Strategic Plans**

The Authority is committed to align its strategic plans with the following national documentations, to ensure consistency with stated objectives and outcomes:

1. Pathway for the Development of Samoa 2022 – 2026
2. Transport and Infrastructure Strategic Plan 2023 - 2028



## PATHWAY FOR THE DEVELOPMENT OF SAMOA (PDS) 2022 – 2026

### “Fostering social harmony, safety and freedom for all”

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KSO 2: Diversified and Sustainable Economy

GOAL 2 KO 4

SG 2

SG 3

SG 4 KSO 5

KSO 4: Secured Environmental and Climate Change

GOAL 3 KO 8

GOAL 2 KO 4

SG 1

SG 7

KSO 5: Structured Public Works and Infrastructure

GOAL 3 KO 8 & KO 9

SG 5

SG 6

## TRANSPORT & INFRASTRUCTURE PLAN (TISP) 2023-2028

“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 2

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

**KO 4:** Sustainability and resilience to climate change of community developments is improved

**KO5:** Infrastructural developments for the nation in support of economic developments and in response to disasters and climate changes is evidence based and effectively forecasted

**KO6:** Government is soundly informed of the conditions of Public Infrastructural Assets for Management purposes

**KO7:** 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**

**KO8:** Improved climate resilience, safety, and security of airports (Enhanced infrastructure and technology maintenance and management)

**KO9:** Future of domestic and international aviation services for Samoa is effectively forecasted

KSO: Key Strategic Outcomes (Government Level)  
KO: Key Outcomes (Sector Level)  
SG: Strategic Goals Samoa Airport Authority  
(All are interconnected)

## 7. STRATEGIC ASSESSMENT OVERVIEW

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### 7.1 ASSESSMENT OF INTERNAL ENVIRONMENT

Faleolo and Fagalii International Airport's role as the main gateway to/from Samoa ensures it continues to play a vital part in the economic development of the country. In light of this, the SAA is driven to present itself as a dynamic organisation in the pursuit of business excellence. In determining the capacity of the Authority's resources to action the forecasted activities and to address opportunities or threats, an analysis was carried out to determine how these opportunities or threats will impact on the performance of the scheduled activities. To take advantage of opportunities whilst instigating measures against likely threats, strategies were developed so that those potential strengths are maximized while weaknesses are kept at the minimal.

The Authority strengths have been identified below with measures for its maximization also recommended.

Strengths	Strategies to Maximize Strengths
High technical knowledge on Civil Aviation operational practices	Continuous training program to ensure standards and recommended practices utilized by the Authority's staff are current and up to date
Availability of SAA lands for business development	Potential Business projects are sought for the utilization of these unused land
Enabling legal framework	The new Airport Act 2012 contains many provisions to allow the Authority to engage in a vast range of activities that may generate revenue
Sole operator of the two main International Airport in Samoa	Collaborate with Government and Industry partners to uphold Faleolo and Fagalii as the main travel hub
Sole operator of Domestic Airports in Samoa	Collaborate with Government and Industry partners to uphold Fagalii as the main domestic travel hub

A **SWOT** Analysis conducted has revealed the following:

Weaknesses	Strategies to Minimize Weaknesses
Unprofitable and non-full cost recovery core activities	Review the administering and the management of some of the business activities and identified potential revenue sources utilizing the resources allocated to this business activity
Limited attractive non-aeronautical revenue opportunities	Assist and encourage new business ventures to set up at airport through advertisements Awareness. Aerobridges to be used for commercial advertisements.
High cost of specialised training	Seek donors to provide funding for trainings
High cost of compliance with safety and security requirements	Continue to seek partnership with potential industry donors to lower cost of compliance equipment
Location as an employer from Central Business District	Offer incentives and competitive staff working conditions
Neighbouring community school needs	Work closely with school's management on areas of priority needs for the SAA to assist where needed. E.g., sports programs, career days, work exchange programs
Cancellation of any current air services from Australia or New Zealand	Work with the affected Airline and Samoa Tourism Authority to provide relief assistance in sustaining a route. This may involve consideration of incentives offered to new routes.

## 7.2 ANALYSIS OF EXTERNAL BUSINESS ENVIRONMENT

The Government continues to create an enabling environment that will allow businesses to prosper and contribute to improving the economy of the country. As the main link to the outside world, Faleolo airport is positioned well to take advantage of any export and perishable import trade and tourism development in Samoa.

The hospitality industry has become stagnated over the past years. This is based on the decreasing number of tourists visiting our shores. This decrease of travellers has affected aeronautical revenue of the Authority. Other factors that may affect the number of travellers is the impact of the global financial crisis, pandemics and threats of terrorism acts.

The Table below indicates external environment factors that will have an impact on the Authority's Corporate Plan:

Opportunities	Strategies to take advantage of opportunities
Potential new airline, routes, capacity and frequencies	Offer appropriate incentives to attract and consolidate any potential new routes/airlines
Promote the marketing of the airport as a hub through the Samoa Tourism Industry	Partake in Tourism Exchange hosted by the STA and form partnerships/networks with members of the hospitality industry sector
Explore potential key investments on unused airport land	The Authority to ensure access of potential opportunities that facilitates growth and able to accommodate any future increase of air travelers
Full cost recovery of SAA services	Continue to review fees and charges to maximize ROE

Threats	Strategies to protect from Threats
Aircraft accidents	Ensure staff are well trained and equipment is fully operational at all times
Act of God/pandemics/epidemics	Strengthen SAA preparedness through periodic exercise and ensure Insurance premiums are up to date
Neighboring villages trespassing	Continuous engagement with neighboring village Councils and treat as foremost, strengthen reporting to Police for mitigation
Terrorism and other unlawful acts against Civil Aviation	Continuous upkeep of competency training for all Aviation Security staff including regular security awareness training for all SAA staff
New ICAO/National Safety and Security compliance standards or levels	These normally come with additional compliance costs and Technical Managers should anticipate these new requirements as early as possible to be included in Budgets and training programs for staff
Global Recession	Explore other revenue generation activities to compensate for revenue that was forecasted to be earned from travelling passengers

### 7.3 FINANCIAL RESOURCES

Landing Fees and Departure Taxes are the main source of income for the Authority. Together they make up approximately 70% of total income. The last fee increases were in 2012 and it is expected to increase again in this Plan period. Other sources of income for the Authority includes Vehicle Parking Fees, Rental income, Oil Levy, Land leases, commission from Advertising and Lower Air Space income.

The assessment of the current situation in terms of human and financial resources of the Authority has clearly indicated the need to strategically focus its activities on staff development and other revenue generating opportunities. This will ensure that the vision and mission statement stated in this plan will become a reality through the implementation of eight key strategic areas:

- Financial Management
- Operations and Technical Development
- Legal Management
- Human Resources Development
- Auditing and Compliance
- Output Performance Targeting
- Organizational Support and Networking
- Business and Marketing Development

### 7.4 AIRPORT OPERATIONS

The following table presents a summary of projected aircraft and passenger movement for the period 1 July 2024 – 30 June 2027. The forecast takes into consideration the impact of POST COVID-19 and the Re-opening of International borders on the future of movements.

Operations	2023	2024	2025	2026	2027
<b>Passenger Movement</b>	236,233	318,915	428,763	471,640	518,804
<b>% Change</b>	-17.00%	6.00%	194%	119%	73.00%
<b>Inbound</b>	118,817	159,457	210,381	234,820	256,402
<b>Outbound</b>	117,416	153,457	214,381	235,820	259,402
<b>Aircraft Movement</b>	2,802	4150	5650	5050	6535
<b>% Change</b>	48.11%	36.14%	-10.62%	29.41%	10.00%

## 7.5 FINANCIAL STATUS

The main focus of the Authority this Corporate Plan period is the construction and maintenance of sustainable infrastructural developments and upgrading of safety and security related equipment to enhance long-term resilience against extreme weather events. Samoa Airports has initiated a series of climate-smart investments thanks to the full support of the Government of Samoa through a combination of external grants and loans from its development partners.

Capital Projects planned in its first year is the construction of a new VIP Building, a new regional terminal building, upgrade and relocation of west apron, new hangar construction, relocation and construction of new Cargo Building, all planned for the Commonwealth Heads of Government Meeting which will be held in Samoa on October 2024.

Major projects planned for the second year include the construction and refurbishment of the Fagalii Airport runway and the replacements of the boundary fences for enforced security and runway protection. Also included is the replacement of Escalator and Elevator as well as procurement of a new aerobridge.

Significant in its third year, is the need to upgrade the Maota and Asau Terminal along with the acquisition of much needed Navigational equipment (VOR) for all airports and a feasibility study on the expansion of the east apron to cover any potential terminal expansion works. Scheduled also this year is the implementation of the Drainage Resilience & improvement plan.

To maintain financial stability the Authority will continue to focus on controlling costs while sourcing alternatives for revenue growth. A planned increase in the Passenger Facility Charge of \$35 will be implemented in 2024 and 2025 as the last increase was in 2012.

FINANCIAL KPIS					
Financial KPI	2023	2024	2025	2026	2027
Revenues	28,290,418.00	35,279,336.01	36,821,992.00	39,393,167.00	42,220,039.00
Expenses	23,985,986.00	30,273,342.18	30,444,090.00	31,192,507.00	31,725,608.00
NPAT	4,304,432.00	5,005,993.83	6,377,902.00	8,200,660.00	10,494,431.00
Current Ratio	0.63.1	0.55.1	0.65.1	0.65.1	0.65.1
NP%	15.22%	14.19%	17.32%	20.82%	24.86%
ROE%	95.98	83.76	124.70	109.44	117.62



## 8. IMPLEMENTATION PLAN

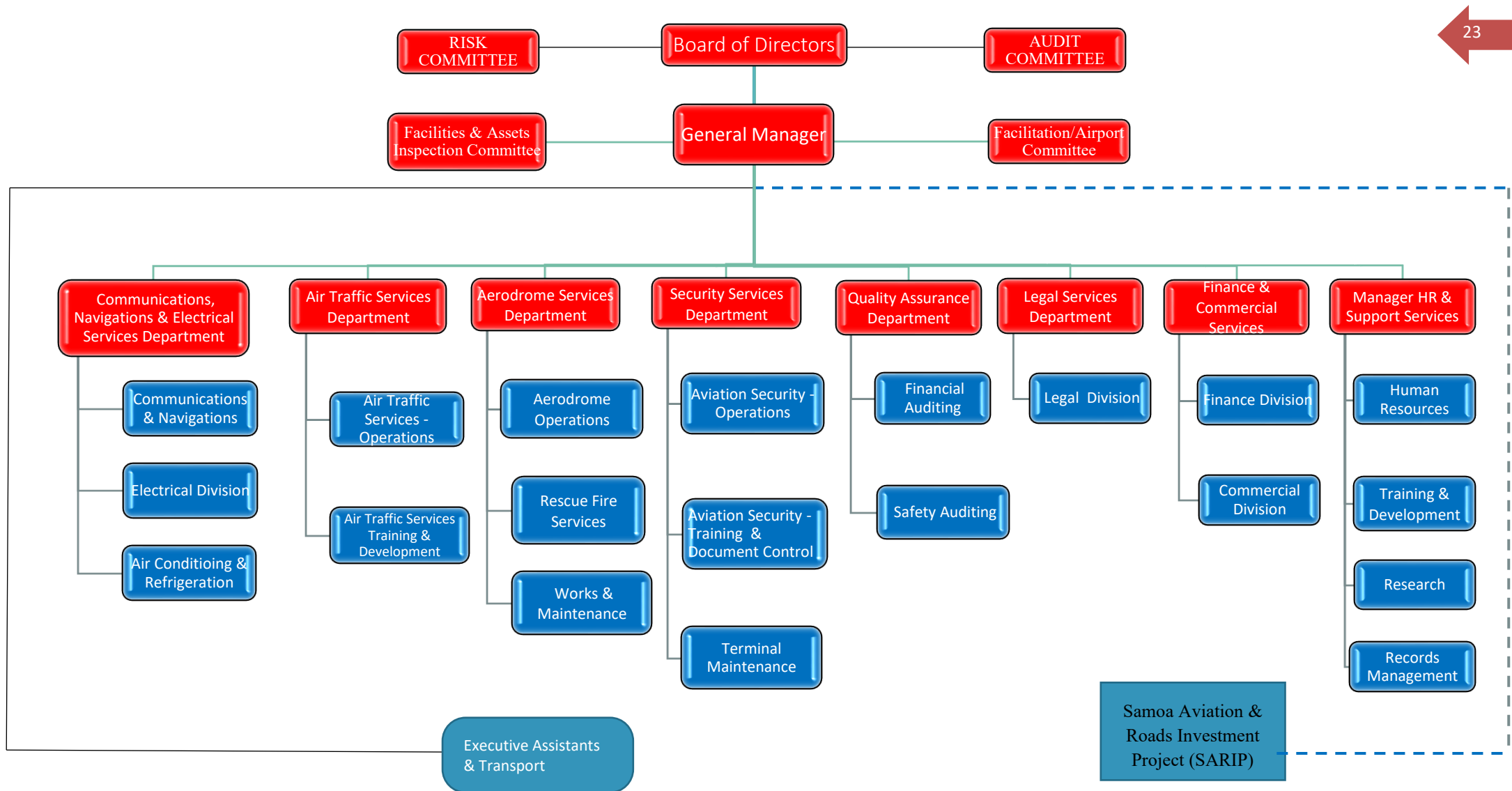
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The successful execution of the Samoa Airport Authority's Strategic Goals will require structured planning, allocation of resources, and continuous monitoring. Below is a detailed description of how each goal will be implemented:

Strategic Goal		Objectives	ACTIONS
1	<b>Strengthen Safety and Security of Aviation Services</b>	Ensure the highest levels of safety and security across all airport operations.	Upgrade security and emergency equipment and technology.
			Ensure compliance with international standards.
			Conduct regular safety drills and staff training.
			Periodic safety audits and risk assessments.
2	<b>Improve Climate Resilience and Sustainability of Infrastructure</b>	Enhance airport resilience to climate impacts and ensure asset longevity.	Develop a comprehensive asset maintenance plan.
			Climate-proof critical infrastructure.
			Implement preventive maintenance schedules.
			Use climate-resilient materials in new construction.
3	<b>Expand International and Domestic Connectivity</b>	Maximize the potential of FIA and ensure operational domestic airports.	Expand FIA facilities (VIP building, terminal expansion, hangar upgrade).
			Refurbish domestic airports (Maota, Asau, Fagalii).
			Collaborate with airlines to increase international flights.
			Improve passenger experiences.
4	<b>Maximize Economic Contributions of the Air Subsector</b>	Increase the economic contribution of airport operations and infrastructure.	Develop revenue-generating activities (retail, hospitality, land leases).
			Utilize unused land for aviation projects.
			Implement cost-control measures
			Establish strategic partnerships for funding airport projects.

5	<b>Forecast and Plan for the Future of Aviation Services</b>	Strategically plan for future aviation needs and services.	Assess the lifespan of Faleolo International Airport.
			Develop a long-term strategic aviation plan.
			Monitor global aviation trends and adapt services accordingly.
6	<b>Optimize Operational Efficiency and Service Delivery</b>	Ensure efficient management and service quality through technology and innovation.	Upgrade technology for airport operations (automated systems, biometric authentication).
			Improve passenger service touchpoints (check-in, boarding, lounges).
			Streamline processes to reduce operational delays and costs.
7	<b>Promote Compliance with Environmental and Health Standards</b>	Uphold environmental and health safety standards for sustainability.	Install renewable energy solutions (solar panels, energy-efficient systems).
			Maintain strict post-pandemic health protocols.
			Implement green technologies (waste management, water conservation).

## 9. ORGANIZATIONAL STRUCTURE



## OUTPUT 1: EXECUTIVE MANAGEMENT SERVICES

**Primary Objective**

To provide key support services to the Minister, Chairman and the Board of Directors to enable good governance in the efficient and effective management of the Airport Authority

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply with ICAO Standards & recommend practises applicable in Samoa	S1.1	SAA to implement obligations & services to comply with applicable international standards and accepted practice of sustainable developments	P1.1	At least 90% compliance results from External and Internal Audit.
		S1.2	Improve Compliance with statutory requirements	P1.2	At least 90% of all statutory requirements be available on time.
02	To achieve and maintain operational efficiency through strict adherence to budget	S2.1	Resources embarked in the budget are acquired on time	P2.1	At least 95% of resources embarked in the budget should be acquired on time.
03	To provide obligated reports on a timely manner	S3.1	Maintain reporting schedule as per policy	P3.1	100% of department monthly reports to be submitted by the 15 <sup>th</sup> of each month.
				P3.2	100% of department quarterly reports to be submitted to the office of the GM ten (10) days prior to each Board Meeting
				P3.3	Authority's Annual Reports to be completed and submitted to the Board of Directors and Parliament by 31 <sup>st</sup> October Annually.
04	Continually undertake and review SAA Strategic Plans	S4.1	To improve the strategic planning of the Authority to maximize usage of resources	P4.1	Corporate Plan to be completed and approved by the Board of Directors by the end of March Annually.
				P4.2	Annual Plan to be endorsed by the Management by the second week of April annually.
				P4.3	Authority's Budget to be endorsed by the Board before 30 <sup>th</sup> April annually.
05	To comply with PDS 2022 - 2026 as well as Transport & Infrastructure Sector Plan 2023 – 2028	S5.1	Maintain Aviation Safety Standards, Security, Airport Construction Standards, Airport Capacity and access linkages domestic & international	P5.1	Security and Safety Capacity upgraded & airport access enhanced for Aerodrome operations including new Terminal Building with Aerobridges.

### Primary Objective

To adhere fully with all applicable international civil aviation standards and practices governing Air Traffic Services and Aeronautical Information Management.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with applicable International and National Civil Aviation Standards and recommended practices	S1.1	Conduct Rating & Validation of ATC Trainees CAR Pt. 172.51 (a) (3)	P1.1	To be completed by June 2024
		S1.2	Monitor & improve Safety Management System for Air Traffic Services (ATS), Terminal Operations & Aeronautical Information Management	P1.2	Air Traffic Services by November annually.
		S1.3	Minimize Air Traffic Service-related incidents	P1.3	Not more than one incident related to ATS & Aerodromes in a year.
		S1.4	Coordinate & implement Air Traffic Services/Pilot meetings	P1.4	Annual meetings to be held November annually
02	To achieve and maintain operational efficiency	S2.1	To achieve & maintain operating efficiency through strict adherence to budget	P2.1 (a)	At least 95% of resources embarked in the budget should be acquired on time.
				P2.1 (b)	No overspending in the Unit Budget.
03	To assist in strategic planning of the SAA	S3.1	Maintain reporting schedule as per policy	P3.1	Submitted to Human Resources & Support Services by the end of January annually.
		S3.2	Prepare Department Annual Plan	P3.2	Submitted to Human Resources & Support Services by the end of February annually.
		S3.3	Prepare Department Budget	P3.3	Submitted to Finance & Commercial Services by the end of February annually.
04	To provide accurate and timely reports	S4.1	Monthly reports submitted to Management on targets, issues and incidents	P4.1	Complete and submitted by the 15 <sup>th</sup> of each following month
		S4.2	Submit Division's quarterly reports	P4.2	Report to be submitted by the 20 <sup>th</sup> of the month after the quarter.
05	Enhance Training and Competence of ATC Personnel	S5.1	Implement continuous professional development and training programs for ATC staff	P5.1	100% of ATC personnel to complete required training annually
		S5.2:	Establish a mentorship program for new ATC staff	P5.2:	At least 80% of new staff to complete mentorship within 6 months
06	Improve Communication and Coordination	S6.1:	Enhance communication protocols between ATC and pilots	P6.1	Annual feedback survey from pilots indicating satisfaction levels
		S6.2:	Conduct regular joint exercises with emergency services and airlines	P6.2	Minimum of two joint exercises per year

7	Promote Safety Culture	S7.1	Develop and implement a Safety Management System (SMS)	P7.1:	Fully operational and reviewed annually
		S7.2	Encourage reporting of safety concerns without fear of repercussions	P7.2	Increase in reported safety issues by 20% annually
8.	Ensure Compliance with Environmental Regulations	S8.1	Implement measures to reduce noise pollution and environmental impact of ATS operations	P8.1	Annual assessment showing compliance with environmental standards
		S8.2	Promote awareness and training on environmental best practices among ATC staff	P8.2	100% of staff trained on environmental practices annually
9.	Foster International Collaboration	S9.1	Participate in international forums and workshops on air traffic management	P9.1	Attend at least one international workshop annually
		S9.2	Establish partnerships with other ATC authorities for knowledge exchange	P9.2	Minimum of one knowledge exchange initiative per year



### Primary Objective

To adhere fully with all applicable requirements stipulated by Civil Aviation Rule Part 171 and any other additional requirements related/relevant thereto stipulated by the Civil Aviation Act 1998, Airport Authority Act 2012 and any binding National Policy documents.

### 3.1 COMMUNICATION, NAVIGATIONAL & SURVEILLANCE

To adhere fully with all applicable International Standards and practices governing Aviation Communications, Navigational & Surveillance Services.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with applicable international and national civil aviation standards and recommended practices	S1.1	Carry out safety checks of all navigational equipment's used for aircraft operation as per standard operations procedures (SOPs)	P1.1	All facilities operating with efficiency of not less than 99%
		S1.2	Preventative Maintenance of machineries and equipment through the MEX Asset Management/Maintenance Software, once fully implemented and operational.	P.1.2 (a)	Implemented by June annually
				P.1.2 (b)	Check-in counter scales (100% efficiency)
				P.1.2 (c)	All Terminal conveyors to be operational 100% of the time
				P.1.2 (d)	100% efficiency for escalators, elevators & aerobridges
		S1.3	Improve staff capacity building	P1.3 (a)	All staff members to be evaluated and provided refresher courses annually
				P1.3 (b)	Seek opportunities for on overseas attachment per year (where applicable)
2	Improve staff capacity building	S2.1	Evaluate all staff and provide annual refresher courses	P2.1	All staff members evaluated and trained annually
		S2.2	Seek opportunities for overseas attachments (where applicable)	P2.2	At least one staff member on overseas attachment per year
3	Enhance operational efficiency and emergency response	S3.1	Ensure timely acquisition of resources earmarked in the budget	P3.1	Resources acquired according to the set budget timeframes
		S3.2	Set up Emergency Operation Centre Communications for real or simulated emergencies	P3.2	Set up completed within 30 minutes after Full Alerts as per Aerodrome Emergency Plan (AEP)
		S3.3	Record instantaneous monitor readings for ILS, VOR, and NDB after an accident or serious incident	P3.3	Readings submitted in a Facility Status Report within 30 minutes of an incident

4	Assist in SAA Strategic Planning	S4.1	Review and prepare Division Corporate Plan	P4.1	Corporate Plan submitted by end of January annually
		S4.2	Prepare Division Annual Plan	P4.2:	Annual Plan submitted by end of February annually
		S4.3	Review and prepare CNS Annual Budget	P4.3	Budget submitted by end of March annually
5	Provide accurate and timely reports	S5.1	Submit monthly progress and incident reports	P5.1	Reports submitted by the 10th of each month
6	Ensure technological advancements and modernization of equipment	S6.1	Invest in upgrading communication, navigational, and surveillance systems to meet future aviation needs	P6.1	At least one major system upgrade completed every two years
		S6.2	Implement new technologies like Automatic Dependent Surveillance-Broadcast (ADS-B) systems for aircraft tracking	P6.2	ADS-B implemented by the end of 2025
7	Strengthen cybersecurity and information security	S7.1	Develop a cybersecurity policy for all communications and navigational systems	P7.1	Cybersecurity policy completed and implemented by the end of 2024
		S7.2	Conduct annual cybersecurity audits to identify vulnerabilities	P7.2	Annual cybersecurity audit completed and reported by Q4 every year
8	Improve energy efficiency and sustainability	S8.1	Implement energy-saving technologies across CNS systems and equipment	P8.1	Achieve a 10% reduction in energy consumption for CNS systems by the end of 2026
		S8.2	Explore renewable energy sources like solar for powering CNS equipment	P8.2	At least one renewable energy project implemented by 2026
9	Enhance stakeholder collaboration and coordination	S9.1	Establish partnerships with international and regional aviation authorities to share best practices	P9.1	Participate in at least two international aviation workshops annually
		S9.2	Collaborate with airlines, air traffic services, and other stakeholders to improve CNS services	P9.2	Hold quarterly meetings with stakeholders to review service improvements
10	Strengthen disaster recovery and resilience	S10.1	Develop and test a comprehensive disaster recovery plan for all CNS systems	P10.1	Disaster recovery plan developed and tested annually
		S10.2	Ensure critical CNS equipment has backup power and redundancy	P10.2	Backup systems installed and operational by the end of 2025
11	Promote continuous learning and innovation	S11.1	Encourage staff to participate in international training and aviation technology forums	P11.1	At least 80% of staff attend one international or regional training event annually
		S11.2	Foster innovation by setting up a "CNS Innovation Task Force"	P11.2	Task Force established by Q1 2025 to explore new technologies and best practices

### 3.2 INFORMATION TECHNOLOGY

#### Primary Objective

To maintain high standards of SAA network and ICT-related requirements through efficient and effective support of SAA operations

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	To achieve and maintain high operating standards of the IT Division	S1.1	To maintain and enhanced SAA IT Network requirements and efficient deployment and allocation of IT equipment	P1.1	IT equipment maintenance and check must be conducted fortnightly
		S1.2	To maintain reliability of IT equipment and devices during high peak times	P1.2	IT equipment, workstations, CCTV, network infrastructure and servers to be 100% operational at all times
		S1.3	To maintain and ensure data integrity of Airport Terminal monitors and display screens	P1.3	Check-in counter screens, Flight Information Display Screens (FIDS) are operational and correct information are displayed to the Public
		S1.4	Ensure that resources earmarked in the budget are acquired on time	P1.4	Resources to be acquired according to the time frame set in the budget
02	Operational efficiency of the MEX Asset Management/Maintenance Software	S2.1	Ensure operational efficiency of the MEX Asset Management/Maintenance Software for the Authority	P2.1	<b>100% Operational</b> All faults and requests via MEX Ops Software to be facilitated and updated by end of June yearly
03	To assist in Strategic Planning of the SAA	S3.1	Review and prepare Division Corporate Plan	P3.1	Submitted to HRSSD by the end of January annually
		S3.2	Prepare Division Annual Plan	P3.2	Submitted to HRRSD by the end of February annually
		S3.3	Review and prepare IT Annual Budget	P3.3	Submitted to Finance & Commercial Services by the end of March annually
04	To provide accurate and timely reports	S4.1	Monthly progress and incident reports regarding targets, issues, incidents and task/work progress	P4.1	Submitted by the 10 <sup>th</sup> of each month
5	Enhance cybersecurity and data protection	S5.1	Develop and implement a robust cybersecurity framework to protect SAA systems and data	P5.1	Cybersecurity policy implemented by Q2 2024
		S5.2	Conduct regular cybersecurity training and awareness sessions for staff	P5.2	100% of IT staff trained in cybersecurity annually
		S5.3	Perform annual cybersecurity audits to assess vulnerabilities	P5.3	Cybersecurity audit completed by Q4 each year
6	Implement disaster recovery and business continuity plans	S6.1	Develop a comprehensive IT disaster recovery plan	P6.1	Disaster recovery plan completed and tested by Q3 2024
		S6.2	Ensure critical systems have redundancy and backup solutions	P6.2	Backup systems for critical IT infrastructure fully operational by Q4 2024
7	Foster IT innovation and modernization	S7.1	Invest in modern IT infrastructure and cloud technologies	P7.1	Migration of 50% of IT services to the cloud by 2025
		S7.2	Explore the use of AI and automation in IT operations to enhance efficiency	P7.2	Pilot AI-based automation for routine tasks by Q4 2025

8	Strengthen IT support and user experience	S8.1	Develop a helpdesk system to manage IT requests and incidents efficiently	P8.1	90% of IT issues resolved within 24 hours
		S8.2	Conduct annual satisfaction surveys to assess user experience and IT support	P8.2	85% user satisfaction rating for IT services by 2025
9	Improve system integration and interoperability	S9.1	Ensure seamless integration between IT systems across departments	P9.1	Complete integration of MEX system with other SAA systems by Q1 2025
		S9.2	Regularly update software and hardware to improve system interoperability	P9.2	All IT systems updated to the latest versions within 3 months of release
10	Reduce carbon footprint through green IT initiatives	S10.1	Implement energy-efficient IT equipment and practices	P10.1	10% reduction in energy consumption of IT equipment by 2026
		S10.2	Encourage paperless operations and digital documentation	P10.2	Reduce paper usage in IT-related processes by 30% by Q4 2025

### 3.3 ELECTRICAL

#### Primary Objective

To provide and maintain electrical facilities to enable safe and efficient aircraft operations at SAA Airports

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with applicable international and national civil aviation standards and recommended practices	S1	Carry out safety checks of all electrical equipment used for aircraft operation as per standard operations procedures (SOPs)	P1	All facilities operating with efficiency of not less than 98%.
02	To achieve and maintain operating efficiency	S2.1	Preventative Maintenance of Power Plants and Electrical Equipment through the MEX Asset Management/Maintenance Software for the Authority	P2.1 (a)	Airfield individual lights to be 100% operational at all times
				P2.1 (b)	Not more than 8 working hours to repair any outage light(s)
				P2.1 (c)	100% of air conditioning units to be operational at all times
				P2.1 (d)	Not more than 8 working hours to repair faulty units
		S2.2	To maintain reliability of standby generators, escalators & elevators	P2.2 (a)	Standby Generators to be 100% responsive when EPC supply fails
				P2.2 (b)	Escalators 7 Elevators to be %100 responsive during flights
				P2.2 (c)	Not more than 8 working hours to repair a generator set when down
		S2.3	Improve electrical maintenance to all SAA Buildings	P2.3	Needed repairs to be completed within 8 working hours
		S2.4	Improve staff capacity building	P2.4 (a)	All staff members to be evaluated and provided refresher courses annually.

				P2.4 (b)	Seek opportunities for one overseas attachment per year (where applicable)
		S2.5	Ensure that resources earmarked in the budget are acquired on time	P2.5	Resources to be acquired according to the time frame set in the budget
03	To assist in Strategic Planning of the SAA	S3.1	Review and prepare Division Corporate Plan	P3.1	Submitted to HRSSD by the end of January annually
		S3.2	Prepare Division Annual Plan	P3.2	Submitted to HRRSD by the end of February annually
		S3.3	Review and prepare Electrical Annual Budget	P3.3	Submitted to Finance & Commercial Services by the end of March annually
04	To provide accurate and timely reports	S4.1	Monthly progress and incident reports regarding targets, issues, incidents and task/work progress	P4.1	Submitted by the 10 <sup>th</sup> of each month

To adhere fully with all applicable requirements stipulated by Civil Aviation Rule Part 139 and any other additional requirements related/relevant thereto stipulated by the Civil Aviation Act 1998, Airport Authority Act 2012 and any binding national Civil Aviation policy document.

#### 4.1 AERODROME STANDARD OPERATIONS

##### Primary Objective

To adhere fully with all applicable International Standards and practices governing Aerodrome maintenance.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with applicable international and national civil aviation standards and recommended practices	S1.1	Plan and implement Major Airport Emergency Exercises CAR Pt. 139.109 (2)	P1.1	Implement by February 2024 & 2026
		S1.2	Plan and implement partial Airport Emergency Exercise CAR Pt. 139.109 (3)	P1.2	Implemented by June 2024 & 2026
		S1.3	Ensure preventative maintenance of OLS, movement and maneuvering pavement area of the aerodrome used for aircraft operation are well maintained for safety.	P1.3	Movement and manoeuvring pavement area with 100% efficiency for aircraft operations
				P1.4	The OLS must 100% free of any obstacles for aircraft safety within the vicinity of the aerodrome
02	To achieve and maintain operational efficiency	S2.1	Preventative Maintenance of machineries and equipment to be fully implemented and operational.	P2.1 (a)	Air conditioning 100% efficiency operational.
				P2.1 (b)	Elevators and escalator with 100% efficiency in operations.
				P2.1 (c)	Fire Suppression System 100% operational.
		S2.2	Improve staff capacity building	P2.2 (a)	All staff members to be evaluated and provided refresher courses annually
				P2.2 (b)	Seek opportunities for staff overseas attachment development.
		S2.3	Ensure that resources earmarked in the budget are acquired on time	P2.3	Resources to be acquired according to the time frame set in the budget
03	To comply with applicable requirements pertaining to aircraft emergencies	S3.1	Provide Transportation for injured people at the triage area	P3.1	Make sure vehicles are ready and adequate for transporting people during incident or accident
		S3.2	To provide erected tents at the triage area with appropriate site.	P3.2	Make sure vehicles are ready and adequate for transporting people during incident or accident
04	To assist in Strategic Planning of the SAA	S4.1	Review and prepare Division Corporate Plan	P4.1	Submitted to the HRSSD by the end of January annually
		S4.2	Prepare Division Annual Plan	P4.2	Submitted to HRRSD by the end of February annually
		S4.3	Review and prepare CNS Annual Budget	P4.3	Submitted to Finance by the end of March annually.
05	To provide accurate and timely reports	S4.1	Monthly progress and incident reports regarding targets, issues, incidents and task/work progress	P4.1	Submitted by the 10 <sup>th</sup> of each month



## 4.2 RESCUE FIRE SERVICES

### Primary Objective

To comply fully with all applicable International Safety Standards and Practises used by Rescue Fire Services.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with applicable international and national civil aviation standards and recommended practices	S1.1	Participate in Partial and Major Airport Emergency Exercise	P1.1	100% compliance to requirements
		S1.2	Maintain runway inspection standards in accordance with Letter of Agreement (LOA)	P1.2	100% compliance with no reports of Foreign Object Debris (FOD) from aircrew
		S1.3	Minimize number of RFS vehicle accidents caused by negligent driving	P1.3 (a)	No accidents due to negligence
				P1.3 (b)	Ensure all incidents and/or accidents are reported immediately to GM
02	To achieve and maintain the operating efficiency	S2.1	Ensure that resources earmarked in the budget are acquired on time	P2.1	Resources to be acquired according to the time frame set in the budget.
03	Maintain high level of preparedness through ongoing high levels of training	S3.1	Complete quarterly training sessions for all levels of firefighters	P3.1	Practical and written modules test completed for all staff on a quarterly basis Fitness tests completed for all staff
		S3.2	Conduct annual fitness trainings	P3.2	All staff fitness level in compliance with standard operating procedures (SOP)
		S3.3	Conduct staff medical checks are in compliance	P3.3	All staff medical checks completed with a registered medical practitioner in accordance with regularity in the SOPs
		S3.4	Run detailing drills Standard Wet & Dry Boat Rescue	P3.4	100% trained for all staff

## 4.3 MECHANICAL WORKS

### Primary Objective

To maintain the operational efficiency/standards of vehicles and airport grounds through systematic and periodic maintenance programs.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with applicable international and national civil aviation standards and recommended practices	S1.1	Maintain RFS VEHICLE to meet Category 8 at all times	P1.1 (a)	All RFS vehicles must not be below Category 8 at all times. RFS Vehicles must be fully maintained on time in accordance with Maintenance schedule
				P1.1 (b)	24 hours to restore outage vehicles except for the unavailability of spare parts
		S1.2	To maintain all Airport vehicles and tractors should be serviced in accordance with the Vehicle Maintenance Service Program (VMSP)	P1.2 (a)	All vehicles and tractors fully operational and road worthy. (LTA registered)
				P1.2 (b)	Major repairs to be completed within 40 working hours
		S1.3	Maintain the grass in Aerodrome strip and Navigation Facility	P1.3	Grass not more than 200mm height
		S1.4	Resources earmarked in the budget are acquired on time	S1.4 (a)	Resources to be acquired according to the time frame acquired in the Budget
S1.4 (b)	Unit Budget to be within limits				
02	To assist in strategic planning of the SAA	S2.1	Review and prepare Unit Corporate Plan	P2.1	Submitted by the end of January annually
		S2.2	Prepare Unit Annual Plan	P2.2	Unit annual plan to be completed by February annually
03	To provide accurate and timely reports	S3.1	Monthly reports submitted to Management on targets, issues and incidents	P3.1	Complete and submitted by the 10th of each following month
		S3.2	Submit Unit’s quarterly reports	P3.2	Report to be submitted by the 20th of the month after the quarter
04	Improve roads, pavements and fences	S4.1	Maintenance of southern perimeter fence	P4.1	To be completed by June annually
		S4.2	Improvement of perimeter access roads	P4.2	Roads to be completed by June annually

#### 4.4 GARDENING / LANDSCAPING

##### Primary Objective

To maintain the natural and tropical look of the Airport and its associated lands through gardening, planting and landscaping.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with applicable international and national civil aviation standards and recommended practices	S1.1	To ensure landscaping areas are maintained	P1.1	Terminal and Emergency Operations and Training Centre gardens should be maintained every two weeks
		S1.2	Ensure that resources earmarked in the budget are acquired on time.	P1.2	Resources to be acquired according to the time frame allocated in the Budget
		S1.3	To ensure Greenhouse is maintained	P1.3	Variety of plants in airport gardens are diverse and beautiful

### Primary Objective

To (i) uphold and safeguard international civil aviation operations at Faleolo International Airport against acts of unlawful interference and to protect persons and property from dangers arising from the commission or attempted commission of such crimes, including security of airport critical equipment, assets and domestic air operations at airports under the jurisdiction of the Samoa Airport Authority; (ii) proactive maintenance of all SAA buildings and facilities; and (iii) the hygienic and quality cleanliness of all airport terminal facilities.

### 5.1 AVIATION AND AIRPORT SECURITY

To uphold and safeguard international civil aviation operations against acts of unlawful interference and to protect persons and property from dangers arising from the commission or attempted commission of such crimes, including security of airport critical equipment, assets and domestic air operations at airports under the jurisdiction of the Samoa Airport Authority.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with applicable international and national civil aviation standards and recommended practices	S1.1	Maintain the effectiveness and efficiency of passengers and baggage screening processes	P1.1	No prohibited item to pass through the screening point
		S1.2	Participate in Major/Partial Emergency Exercise including the Public Health emergency exercise	P1.2 (a)	100% compliance with requirements of the AEP
				P1.2 (b)	Submit a report within one (1) week of the exercise, detailing any deficiencies attributed to SSD, including mitigating actions taken
		S1.3	Implement Quality Assurance measures/programs to maintain level of Aviation Security compliance	P1.3 (a)	To action all deficiencies from previous Internal and external audits
				P1.3 (b)	Reduced bird strike and other wildlife incidents on airside
				P1.3 (c)	Continuing Aviation Security Training as per TNA
		S1.4	Review and amend the Airport Security Programme	P1.4	Shall be approved bi-annually
		S1.5	Check all AVSEC Staff Medical Checks	P1.5	All new recruits to provide medical check as warrant of fitness.
		S1.6	Carry out Fitness level tests for all Security staff	P1.6	All AVSEC and APS staff fitness levels are at the required standard on a six (6) Monthly basis
02	To maximise and maintain operating effectiveness and efficiency.	S2.1	The resources earmarked in the budget are acquired on time	P2.1 (a)	All resources and capacity building activities are acquired and completed in the respective financial years
				P2.1 (b)	Utilisation of Department Budget within limit
03	To assist in and implement the Strategic Plans of the SAA to achieve Government, Board and Aviation Industry goals	S3.1	Review and prepare Department Corporate Plan	S3.1	Submitted to HRD by the end of January annually
		S3.2	Prepare Department Annual Plan	P3.2	Submitted to HRD by the end of February annually
		S3.3	Prepare Department's Budget	P3.3	Submitted to the Corporate Services Department by the end of March annually

04	To provide mandatory and periodic reports in a timely and accurate manner	S4.1	Submit security reports once a breach occurs	P4.1	On time submission of Security Incidences Reports
		S4.2	Monthly reports submitted to Management on targets, issues and incidents.	P4.2	Complete and submitted by the 10th of each following month
		S4.3	Submit Department's quarterly reports	P4.3	Report to be submitted by the 20th of the month after the quarter

## 5.2 TERMINAL FACILITIES

### Primary Objective

Proactive maintenance of SAA's new sustainable and resilient infrastructure buildings and airport terminal facility needs. Ensure Terminal Facility requests are facilitated, and faults/issues are attended to promptly, while incorporating resilience against environmental and operational challenges.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with applicable international airport facility requirement standards	S1	Maintain reliability of new sustainable and resilient infrastructure, terminal facilities, equipment, and machinery	P1.1 (a)	Daily, weekly, and monthly inspections of sustainable and resilient facilities and equipment
				P1.1 (b)	Weekly & Monthly Maintenance Schedule of Terminal Equipment should be carried out and logged accordingly. Co-ordinate with appropriate Principals regarding Maintenance works schedule
				P1.1 (c)	All facilities operating with efficiency of not less than 98%
				P1.1 (d)	All equipment operating with efficiency of not less than 98%
				P1.1 (e)	All works/tasks carried out at the Terminal should be under supervision by the Terminal Manager and resilience specialists
02	Increase awareness of terminal faults, incidents, and resilience-related challenges	S2.1	Log all incidents, including sustainability and resilience-related faults	P2.1 (a)	Terminal maintenance and resilience incident logs completed and updated regularly
				P2.1 (b)	Terminal equipment and general faults should be raised to appropriate Department Heads for quick remedial actions via MEX Ops Portal, once fully operational
		S2.2	Archive and report safety, maintenance, and resilience incidents	P2.2	Reports, resilience checklists, and incident logs archived and accessible on demand
03	To achieve and maintain operating efficiency	S3.1	Ensure timely acquisition of resources earmarked for sustainable and resilient building maintenance in the budget	P3.1	Resources for sustainable and resilient infrastructure acquired according to budget timelines
04	To assist Strategic Planning of SAA	S4.1	Review and prepare Division Corporate Plan	P4.1	Submitted by the 10 <sup>th</sup> of each month

		S4.2	Prepare Division Annual Plan	P4.2	Submitted to HRSSD by the end of February annually
		S4.3	Review and prepare Terminal Facilities Annual Budget	P4.3	Submitted to Finance Services by the end of March annually
05	Provide accurate and timely reports on sustainability and resilience	S5.1	Submit monthly progress and incident reports on targets, sustainability and resilience issues, incidents, and task/work progress	P5.1	Reports submitted by the 10th of each month, including sustainability and resilience performance metrics
6	Enhance resilience against natural disasters and climate-related challenges	S6.1	Implement disaster risk reduction (DRR) measures in building infrastructure and terminal operations	P6.1	All key infrastructure complies with DRR standards by Q4 2024
		S6.2:	Regularly assess and update emergency response protocols for infrastructure resilience	P6.2	Emergency protocols reviewed and tested annually
		S6.3	Ensure that critical facilities have backup power and water systems for resilience during disruptions	P6.3	Backup systems for power and water operational 100% of the time by Q1 2025

### 5.3 BUILDING MAINTENANCE

#### Primary Objective

Maintenance of all SAA Airport Building and Facilities

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with national building standards and recommended practices as well as applicable international airport facility requirement standards	S1.1	To improve all carpentry and general maintenance of all airport facilities	P1.1	Needed repairs to be remedied as soon as practical or within 8 hours
		S1.2	To facilitate Building needs of the Authority when required or requested verbally or through the MEX Asset Management/Maintenance Software	P1.2 (a)	Needed additional constructions/shelters when required to be completed within given timeframe
				P1.2 (b)	Works requested through the MEX Software should be facilitated as soon as possible
02	To achieve and maintain operating efficiency	S2.1	Ensure that resources earmarked in the budget are acquired on time	P2.1	Resources to be acquired according to the time frame set in the budget
03	To assist in Strategic Planning of the SAA	S3.1	Review and prepare Division Corporate Plan	P3.1	Submitted to HRSSD by the end of January annually
		S3.2	Prepare Division Annual Plan	P3.2	Submitted to HRRSD by the end of February annually
		S3.3	Review and prepare Building Maintenance Annual Budget	P3.3	Submitted to Finance Services by the end of March annually
04	To provide accurate and timely reports	S4.1	Monthly progress and incident reports regarding targets, issues, incidents and task/work progress	P4.1	Submitted by the 10 <sup>th</sup> of each month

## 5.4 TERMINAL CLEANING

### Primary Objective

The hygienic and quality cleanliness of airport terminal facilities.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with applicable international and national civil aviation standards and recommended practices	S1.1	To maintain reliability of cleaning equipment	P1.1	Cleaning equipment to be operational 100% of the time
		S1.2	Carry out inspections weekly for the maintenance of quality tidiness and cleanliness of Airport Terminal	P1.2 (a)	NIL complaints, Weekly inspections carried out by Terminal Manager
				P1.2 (b)	No more than 2 complaints received in a given month
				P1.2 (c)	Closure reports files with GM and MAS within 72hrs of works completion or complaint resolution
		S1.3	To monitor passenger satisfaction with airport cleanliness by conducting surveys	P1.3	Conduct customer satisfaction surveys on a quarterly basis with minimum 3 per year.
		S1.4	Ensure that resources earmarked in the budget are acquired on time	P1.4	Procurement of resources within the relevant FY
02	Staff Development	S2.1	Implement Annual Training Program	P2.1	Hold four refresher trainings per year on Cleaning

## 6.1 FINANCE

**Primary Objective**

To provide accurate and timely financial management information and reports in compliance with statutory financial requirements.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with applicable international and national civil aviation standards and recommended practices	S1.1	Acquire resources earmarked in the budget on time.	P1	Resources to be acquired according to the time frame specified in the Budget
		S1.2	To comply with financial reporting statutory requirements	P1.2 (a)	VAGST to be submitted before the 21st of the month after the due date
				P1.2 (b)	PAYE to be submitted before the 15th of the following month
				P1.2 (c)	SAA accounts audited by September annually.
				P1.2 (d)	Quarterly financial reports to be submitted before the end of the month after the quarter.
		S1.3	Procedure for the collection of revenue from vehicle parking fees and departure tax are adhered to	P1.3 (a)	All cash collected are 100% accounted for.
				P1.3 (b)	Receipts and ticket numbers are 100% sequential at all times.
		S1.4	Procedures for the ordering and monitoring of stock are complied with.	P1.4 (a)	Price and Quantity of goods received correspond with PO
				P1.4 (b)	Stock cards to be updated on a daily basis
02	To assist in strategic planning of the SAA	S2.1	Review and prepare Unit Corporate Plan	P2.1	Submitted by the end of January annually.
		S2.2	Prepare Unit Annual Plan	P2.2	Unit annual plan to be completed by February annually
		S2.3	Prepare Unit's Budget	P2.3 (a)	Submitted by the end of March annually.
				P2.3 (b)	Authority Budget to be completed by the end of April Annually
03	To provide accurate and timely reports	S3.1	Submit monthly reports to Management on targets, issues and incidents	P3.1	Complete and submitted by the 20th of each following month



## 6.2 COMMERCIAL

### Primary Objective

To explore new revenue generation avenues, innovative tenancy management and strengthen current revenue streams including vigorous debt collection processes.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with applicable international and national civil aviation standards and recommended practices	S1.1	To maintain the current growth of revenues	P1.1	Revenues to increase by 1. 5% by June 2024 2. 6% by June 2025 3. 7% by June 2026 4. 8% by June 2027
		S1.2	Debtors' arrears to be reduced	P1.2	Current Debtors outstanding Balance to reduce to: 1. Current plus 20% arrears by June 2024 2. Current plus 17% arrears by June 2025 3. Current Plus 15% arrears by June 2026 4. Current plus 14% arrears by June 2027
		S1.3	Review Airport Charges to reflect current market conditions	P1.3	To be completed by December 2023
		S1.4	Resources earmarked in the budget are acquired on time.	P1.4 (a)	Resources to be acquired according to the time frame acquired in the Budget
				P1.4 (b)	Department Budget to be within limits
		S1.5	All SAA Assets are insured at all times	P1.5 (a)	Ensure all SAA Contents and Properties, Motor Vehicle coverage(s) have Public Liability coverage
				P1.5 (b)	All accidents to be reported and Insurance Claim to be filed within 8 hours
				P1.5 (c)	Insurance Submissions report to be submitted by the 20 <sup>th</sup> of the month after the quarter
02	To assist in strategic planning of the SAA	S2.1	Review and prepare Unit Corporate Plan	P2.1	Submitted by the end of January annually.
		S2.2	Prepare Unit Annual Plan	P2.2	Unit annual plan to be completed by February annually
		S2.3	Prepare Unit Budget	P2.3	Submitted by the end of March annually.
03	To provide accurate and timely reports	S3.1	Submit monthly reports to Management on targets, issues and incidents	P3.1	Complete and submitted by the 20th of each following month
		S3.2	Submit Unit's quarterly reports	P3.2	Report to be submitted by the 20th of the month after the quarter
04	Activities to generate additional revenues	S4.1	To utilize unused land	P4.1	Advertisement of unused land to be completed by 2023
		S4.2	Review outsourcing of non-core activities (Grounds Division)	P4.2	Report to be completed June 2024

## 7.1 HUMAN RESOURCES, PLANNING, TRAINING AND DEVELOPMENT

### Primary Objective

To provide strategic planning and support to enhance the Authority's Human Resources.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with applicable international and national civil aviation standards and recommended practices	S1.1	To manage and maintain accurate staff personnel records, payroll preparations and Leave cards	P1.1	Audit checks show that Records are kept with a 100% accuracy and are up to date
		S1.2	Review SAA Staff Administration Manual within Corporate plan period	P1.2	Incorporate new amendments and Labour Legislations requirements as they arise
		S1.3	Establish Customer Experience Team to manage Customer expectations	P1.3	Conduct Airport customer satisfaction surveys twice yearly (February & August)
02	To provide and maintain operating efficiency of resources and their utilization	S2.1	Review Staff Capacity building procedures	P2.1	Complete staff engagement surveys on annual basis in preparation for PMA
		S2.2	Review and determine staff establishment and salary grades for all departments	P2.2	Ensure job descriptions and list of responsibilities are up to date
03	To ensure Department Budget is reviewed on time	S3.1	Department needs does not exceed budget limits	P3.1	Submitted by March annually
04	To provide accurate and timely reports for Management, Board, Line Ministries and Ministers and Parliament	S4.1	Monthly reports submitted to Management on targets, issues and incidents	P4.1	Complete and submit monthly reports by 20th of each month
		S4.2	Prepare Authority's Annual Report	P4.2 (a)	Department consultations to be completed by mid-July annually
				P4.2 (b)	Submitted for Management review and endorsement end of August annually.
				P4.2 (c)	Annual Report to be completed and submitted to MPE/Cabinet by end of October annually
		S4.3	Preparation of Cabinet Submissions (overseas travel)	P4.3	PK to be submitted to Cabinet 3 weeks prior to date of travel.
		S4.4	Travel arrangements to be processed on time	P4.4	All Travel Arrangements and documentation to be finalized 5 days before Departure
05	Staff Development	S5.1	Conduct Training and capacity building Programs for all Departments	P5.1 (a)	Complete TNA by end of November annually.
				P5.1 (b)	PMA to be completed end of each FY

## 7.2 RECORDS

### Primary Objective

To manage all records for the Authority effectively and efficiently.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	To provide highest achievable quality of records management for the Authority.	S1.1	Establish Audit trail on the receipt and delegation of information received.	P1.1 (a)	Achieve a 95% compliance rate in Internal Audits Spot Checks each quarter.
				P1.1 (b)	Less than 1 hr file retrieval time.
				P1.1 (c)	Filing achieves 100% completion rate each day
		S1.2	The safeguard of all SAA Records	P1.2	All updates of records to be transferred to electronic/archived files by June yearly. Establish information Classification system
		S1.3	Provide easy access to information for Management and staff	P1.3 (a)	New Leave information recording to be sequential, per pay period, per department for ease of reference.
				P1.3 (b)	Achieve 95% compliance in internal Audit with Transit Card recording on the release and retrieval of Personal Files
				P1.3 (c)	Implement and maintain Recruitment and Selection File integrity with 100% accuracy.
				P1.3 (d)	All Performance Management and Investigations files to be filed
02	To ensure all Personal files and information are maintained, up to date and accounted for at all times	S2.1	Maintaining information integrity and confidentiality of personal information	P2.1 (a)	Ensure Personal Files Release and Retrieval registry are up to date
				P2.1 (b)	Personal Files to be returned after 24 hours of release.
				P2.1 (c)	Registry to show proper Authorisation
				P2.1 (d)	GM/Manager/PHR for release of files at all times

Primary Objective

To maintain the compliance of the SAA with legislated requirements through safety and financial audits, inspections, spot checks, surveys and investigations to ensure high standards in all SAA Operations are maintained.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	Comply fully with applicable civil aviation, financial, governance, international and national standards and recommended practices	S1.1	Oversee the integrated Safety Management System (SMS)	P1.1	Review audit results Civil Aviation Rule Parts 139, 140, 171, 172
		S1.2	Conduct Safety Internal Audits of Civil Aviation Rules Part 139, 140, 171, 172 according to IA annual program	P1.2	Percentage of audits completed versus those planned in IA Annual Program
		S1.3	Conduct Finance Internal Audits activities according to IA annual program	P1.3	Percentage of audits completed versus those planned in IA Annual Program
		S1.4	Conduct Audit Spot Checks of financial information	P1.4	Average number of days for the completion of an audit assignment
		S1.5	Conduct Audit Spot Checks and Inspections of safety records and Standard Operating Procedures	P1.5	Average number of days for the completion of an audit assignment
		S1.6	Assist in External Audits	P1.6 (a)	Liaise with external auditors in conducting audits
P1.6 (b)	Findings, recommendations and resolution corrective action plan to be developed. Must be reactive and proactive. To be followed up in two months				
02	Promote efficiency in quality systems	S2.1	Review the major and partial Airport emergency exercise	P2.1	Review to be completed one month after an exercise
		S2.2	Update Civil Aviation Rule Parts & Exposition for Faleolo, Maota, Asau and Fagalii Airport	P2.2	Updates and amendments to be submitted one month before due date
		S2.3	Check Maota, Asau, Faleolo and Fagalii aerodrome certification certificate are valid, SAA Aerodrome operation certificate and Pt 140, 171 and 172 certificates	P2.3	Re-certification reissued a month before expiry dates
		S2.4	Conduct management review meeting	P2.4	Meetings to be held bi-annually
		S2.5	Resources earmarked in the budget are acquired on time	P2.5 (a)	Resources are acquired according to the time frame in the budget
				P2.5 (b)	Department Budget to be within limits

		S2.6	Investigate all operational and facility occurrences, incidents and accidents	P2.6 (a)	Incident's investigations should carry out within 24 hours after the incident
				P2.6 (b)	Investigation report to be submitted within seven (7) days
		S2.7	Continuous monitoring of Airport operations	P2.7	Any faults discovered are to be reported to the GM as soon as possible
03	To assist in strategic planning of the SAA	S3.1	Review and prepared Department Corporate Plan	P3.1	Submitted by the end of January annually
		S3.2	Prepare Department Annual Plan	P3.2	Department annual plan to be completed by March annually
		S3.3	Prepare Department Budget	P3.3	Submitted by the end of March annually
04	To provide accurate and timely reports	S4.1	Monthly reports submitted to the Board and Management on targets, issues and incidents	P4.1	Complete and submitted by the 20th of each following month
		S4.2	Submit Department's quarterly reports	P4.2	Report to be submitted by the 20th of the month after the quarter

**Primary Objective**

To ensure all SAA's policies and legal requirements are safe and just, and must be in line with international conventions, local legislations and current Government of Samoa standard policies.

OBJECTIVES		STRATEGIES		PERFORMANCE MEASURES	
01	To ensure all legal requirements are in place for SAA daily operations	S1.1	Attend Negotiations, Meetings (including Tenders Board, Parliament Sittings and any other National Committees) to ensure SAA's interest are in place according to law	P1.1	Reporting to GM, update Management every two (2) weeks or a required schedule by GM
		S1.2	Assist in developing and implementing the SAA's legal policy directions	P1.2	Review & Recommendation to be provided on a timeframe allocated by GM, Board, Management or Department
		S1.3	Require trainings on IATA/ACI/ICAO/Civil Aviation/Air Law training developments and its application to SAA operations	P1.3	Attend overseas meetings & workshops with approval by the Board of Directors and Cabinet.
		S1.4	Assist Management on legal requirements for the Fagalii Airport Project (Proclamation, Compensation and Procurement/Contract Purposes)	P1.4	Work in collaboration with MNRE/MoF/SLC/LTA/MWSCD/MoPP to resolve Compensation issues with Fagalii Families – timeframe end of 2024
		S1.5	Managing and Monitoring Debt recovery for arrears over ninety (90) days – Agreements & Leases	P1.5	Set Payment Schedules (less than eight (8) months) target or more depending on the amount of arrears. Work in collaboration with the Ministry of Police and the Office of the Attorney General where necessary.
		S1.6	Review and amendments to SAA Act 2012	P1.6	Manual updates by the Office of the Attorney General on annual basis pursuant to Revision and Publication of Laws Act 2008. Major Amendments will be done in-house or acquire legal expert (aviation) to conduct consultations with relevant stakeholders.
02	To ensure that all Govt Procurements & Contracts are adhered to by SAA in its daily operations	S2.1	Attend all Procurement Workshops, trainings & Consultations required by MOF, MPE, World Bank Group /ADB/EU etc and OAG on the update of procurement guidelines	P2.1	Report to GM and Management once completed, report timeframe two (2) days only
		S2.2	Draft and Review all Procurement Policies, prepare procurement type documents (Standard Bidding Documents - EOIs, RFTs, RFPs, RFQs )	P2.2	Maximum of three (3) Working days timeframe preparation in collaboration with the Office of the Attorney General.

		S2.3	To identify weaknesses on daily SAA procurement process and operations, propose solutions and recommendations immediately.	P2.3	Provide advice (solutions & recommendations) to GM & Management every two (2) weeks or on urgent basis. Acquire a Senior Procurement Officer house under Legal department to assist with the daily procurement (approved B4 schedule thresholds) and Manager Legal to oversee the SAA procurement process.
		S2.4	Draft & Review Agreements (Contracts – Services & Works, Employment, Memorandum of Understandings, Memorandum of Agreement and Leases)	P2.4	Timeframe up to two (2) maximum working days
		S2.5	Assist with Compliance issues with SAA – ICAO standards, SARPs, TSA (Fiji-USA), MPE audits, MoF audits, Samoa Audit Office (SAO) and external Audit firm approve by SAO.	P2.5	Assist with collecting legal data with the Quality Assurance Department and provision of legal advice on international law compliance, internal SAA manuals and procedures (Parts 140, 139, 170 & 171).
		S2.6	Samoa Aviation and Road Investment Project (SARIP) (World Bank Group) assistance with the overall procurements of the Project	P2.6	Assist Manager of Aeronautical Services and General Manager with the establishment of the Project Implementation Unit (PIU) of SARIP, and assist with the procurement overall of the project components over seven (7) year period.
		S2.7	Acquire a Principal/Senior Procurement Officer	P2.7	Assist with relevant procurement process and documentation within SAA. This is crucial to monitor the day-to-day procurement and process.
03	To provide accurate, sound and strategic legal advice & opinion	S3.1	Draft & prepare complex legal advice and opinions to the Board of Directors, Management, Tenders Board, clients and Cabinet and Govt Ministries/SOEs. Also include advice and opinions on Contracts/Agreements.	P3.1	Timeframe up to a maximum of three (3) working days
		S3.2	Prepare Legal Services Budget	P3.2	Submitted by the end of March annually

# 11. PROJECTED FINANCIAL ACCOUNTS

<b>Samoa Airport Authority</b>							
<b><u>Profit and Loss Forecast</u></b>							
<b>2024 - 2027</b>							
	<b>Actuals</b>	<b>Reforecast</b>	<b>YTD Actuals</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
	<b>2022</b>	<b>June 2023</b>	<b>Feb 2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>INCOME</b>							
<b><u>Aeronautical income</u></b>							
Departure tax	\$ 960,762	\$ 7,677,585	\$ 4,478,591	\$ 10,364,739	13,934,816	\$ 15,328,298	\$ 16,861,127
Security Charges	\$ -	\$ 6,000,000	\$ 5,798,600	\$ 4,800,000	1,595,000	\$ 1,754,500	\$ 1,929,950
Landing fees	\$ 627,350	\$ 3,016,692	\$ 1,759,737	\$ 4,525,038	5,475,296	\$ 6,022,826	\$ 6,625,108
Parking fees aircraft	\$ 2,711	\$ 42,960	\$ 25,060	\$ 64,440	70,884	\$ 77,972	\$ 85,770
Ground Handling	\$ -	\$ -	\$ -	\$ 600,000	600,000	\$ 600,000	\$ 600,000
Oil levies	\$ 7,959	\$ 99,996	\$ 58,331	\$ 160,000	176,000	\$ 193,600	\$ 212,960
Safety and Security Levy	\$ 33,429	\$ 213,022	\$ 124,263	\$ 1,300,000	1,430,000	\$ 1,573,000	\$ 1,730,300
Lower Airspace	\$ 51,892	\$ 210,506	\$ 122,795	\$ 315,759	347,334	\$ 382,068	\$ 420,275
<b><i>total aeronautical income</i></b>	<b>\$ 1,684,103</b>	<b>\$ 17,260,761</b>	<b>\$ 12,367,377</b>	<b>\$ 22,129,976</b>	<b>\$ 23,629,330</b>	<b>\$ 25,932,264</b>	<b>\$ 28,465,490</b>
<b><u>Non-Aeronautical income</u></b>							
Dividend	\$ 84,908	\$ 85,000	\$ -	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000
Electricity recoverable	\$ 60,022	\$ 180,984	\$ 105,574	\$ 271,476	\$ 285,050	\$ 299,302	\$ 314,267
Interest from term deposits	\$ 63,453	\$ 68,343	\$ 39,867	\$ 100,000	\$ 105,000	\$ 110,250	\$ 115,763
Miscellaneous income	\$ 389,100	\$ 153,610	\$ 89,606	\$ 140,000	\$ 147,000	\$ 154,350	\$ 162,068
Rental/Leases	\$ 333,379	\$ 817,774	\$ 477,035	\$ 1,098,345	\$ 1,208,108	\$ 1,328,997	\$ 1,461,897
VIP income	\$ 5,062	\$ 30,338	\$ 17,697	\$ 70,000	\$ 105,000	\$ 115,500	\$ 127,050
Vehicle Parking Fee	\$ 77,660	\$ 676,990	\$ 394,911	\$ 700,000	\$ 770,000	\$ 847,000	\$ 931,700
Amortisation of Defferred Income	\$ 10,697,581	\$ 8,909,295	\$ 5,197,089	\$ 10,067,504	\$ 10,067,504	\$ 10,067,504	\$ 10,067,504
Advertising	\$ -	\$ 105,593	\$ 61,596	\$ 442,035	\$ 330,000	\$ 363,000	\$ 399,300



Gain on Sale of Fixed Assets	\$ -	\$ 149	\$ 87	\$ 170,000	\$ 80,000	\$ 80,000	\$ 80,000
Gain on Investment	\$ 10,613	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gain on Foreign Exchange	\$ 156	\$ 813	\$ 474	\$ -	\$ -	\$ -	\$ -
Discount Received	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	\$ 583	\$ 768	\$ 448	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000
Pacific Games Sponsorship	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>total non-aeronautical income</b>	<b>\$ 11,722,517</b>	<b>\$ 11,029,657</b>	<b>\$ 6,384,384</b>	<b>\$ 13,149,360</b>	<b>\$ 13,192,662</b>	<b>\$ 13,460,903</b>	<b>\$ 13,754,549</b>
<b>Total income</b>	<b>\$ 13,406,620</b>	<b>\$ 28,290,418</b>	<b>\$ 18,751,761</b>	<b>\$ 35,279,336</b>	<b>\$ 36,821,992</b>	<b>\$ 39,393,167</b>	<b>\$ 42,220,039</b>
<b>EXPENSES</b>							
Amortisation of Intangible Assets	\$ 37,254	\$ -	\$ -	\$ 42,000	\$ 42,000	\$ 42,000	\$ 42,000
Advertising	\$ 954	\$ 4,025	\$ 2,348	\$ 10,000	\$ 11,000	\$ 12,100	\$ 13,310
Audit fees	\$ 61,000	\$ 69,000	\$ 40,250	\$ 70,000	\$ 70,000	\$ 70,000	\$ 73,500
Bad and doubtful debts	\$ -	\$ -	\$ -	\$ -			
Bank charges	\$ 2,508	\$ 2,553	\$ 1,489	\$ 4,500	\$ 4,725	\$ 4,961	\$ 5,209
Board expense	\$ 11,149	\$ 13,959	\$ 8,143	\$ 20,000	\$ 21,000	\$ 22,050	\$ 23,153
Compliance	\$ 238,609	\$ 331,625	\$ 193,448	\$ 973,500	\$ 1,022,175	\$ 1,073,284	\$ 1,126,948
Depreciation expense	\$ 17,797,816	\$ 12,599,295	\$ 7,349,589	\$ 14,000,000	\$ 14,000,000	\$ 14,000,000	\$ 14,000,000
Directors fees	\$ 104,517	\$ 96,041	\$ 56,024	\$ 105,000	\$ 110,250	\$ 115,763	\$ 115,763
Donation	\$ 13,105	\$ 17,554	\$ 10,240	\$ 15,000	\$ 15,750	\$ 16,538	\$ 17,364
Electricity	\$ 1,536,182	\$ 1,853,292	\$ 1,081,087	\$ 2,500,000	\$ 2,625,000	\$ 2,756,250	\$ 2,894,063
Fuel - store	\$ 135,299	\$ 321,206	\$ 187,370	\$ 350,000	\$ 367,500	\$ 385,875	\$ 405,169
General expense	\$ 76,257	\$ 75,338	\$ 43,947	\$ 66,000	\$ 69,300	\$ 72,765	\$ 76,403
Interest on Loan	\$ -	\$ 460,332	\$ 173,899	\$ 671,527	\$ 647,322	\$ 621,394	\$ 593,619
Insurance	\$ 1,070,211	\$ 923,861	\$ 538,919	\$ 1,854,000	\$ 1,312,500	\$ 1,378,125	\$ 1,447,031
Loose Tools	\$ -	\$ -	\$ -	\$ 14,200	\$ 14,910	\$ 15,656	\$ 15,656
Ministerial Support	\$ 41,421	\$ 63,895	\$ 37,272	\$ 65,000	\$ 68,250	\$ 71,663	\$ 75,246
Office expense	\$ 3,706	\$ 5,501	\$ 3,209	\$ 8,000	\$ 8,400	\$ 8,820	\$ 9,261
Printing and stationeries	\$ 65,068	\$ 85,469	\$ 49,857	\$ 100,800	\$ 94,500	\$ 99,225	\$ 104,186
Professional fees	\$ 37,209	\$ -	\$ -	\$ 20,000	\$ 21,000	\$ 22,050	\$ 23,153
Repairs and maintenance furnitures	\$ -	\$ 4,401	\$ 2,567	\$ 5,000	\$ 5,250	\$ 5,513	\$ 5,788
Repairs and maintenance building	\$ 22,659	\$ 84,255	\$ 49,149	\$ 180,000	\$ 189,000	\$ 198,450	\$ 208,373
Repairs and maintenance equipment	\$ 91,923	\$ 224,734	\$ 131,095	\$ 134,000	\$ 140,700	\$ 147,735	\$ 155,122
Repairs and maintenance motor vehicle	\$ 79,032	\$ 90,499	\$ 52,791	\$ 60,000	\$ 63,000	\$ 66,150	\$ 69,458
Registration & License	\$ 59,147	\$ 57,756	\$ 33,691	\$ 122,600	\$ 128,730	\$ 135,167	\$ 141,925
Safety gears	\$ 3,783	\$ 13,894	\$ 8,105	\$ 135,800	\$ 142,590	\$ 149,720	\$ 157,205
Salaries and wages	\$ 5,534,164	\$ 5,555,410	\$ 3,240,656	\$ 7,500,000	\$ 7,875,000	\$ 8,268,750	\$ 8,434,125
Supplies	\$ 132,907	\$ 121,402	\$ 70,818	\$ 200,000	\$ 210,000	\$ 220,500	\$ 231,525
Telephone	\$ 141,179	\$ 125,004	\$ 72,919	\$ 170,000	\$ 173,400	\$ 176,868	\$ 180,405
Training	\$ 2,070	\$ 8,004	\$ 4,669	\$ 10,000	\$ 10,500	\$ 11,025	\$ 11,576
Travel	\$ 3,137	\$ 243,651	\$ 142,130	\$ 201,000	\$ 211,050	\$ 221,603	\$ 232,683
Uniforms	\$ 6,402	\$ 101,318	\$ 59,102	\$ 120,000	\$ 122,400	\$ 124,848	\$ 124,848

Vehicle running expense	\$ 24,770	\$ 47,354	\$ 27,623	\$ 50,000	\$ 52,500	\$ 55,125	\$ 57,881
VIP Supplies	\$ 1,222	\$ 9,321	\$ 5,437	\$ 15,000	\$ 18,000	\$ 17,325	\$ 18,191
Water rates	\$ 16,254	\$ 21,826	\$ 12,732	\$ 20,000	\$ 20,400	\$ 21,420	\$ 22,491
Waste disposal	\$ -	\$ 25,061	\$ 14,619	\$ 20,000	\$ 21,000	\$ 22,050	\$ 23,153
Loss on disposal of fixed assets	\$ 360,778	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Loss on Foreign Exchange - Misc	\$ 312	\$ 1,114	\$ 650	\$ -	\$ -	\$ -	\$ -
Impairment Loss on Investment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Impairment Loss on Fixed Assets	\$ 6,278,321	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest on Overdraft	\$ -	\$ 242	\$ 141	\$ -	\$ -	\$ -	\$ -
Penalty Fee	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pacific Games 2019 Sponsorship	\$ 440,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Allowance for Expected Credit Losses	\$ 46,126	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Discount Allowed	\$ 19,814	\$ 96,979	\$ 56,571	\$ 120,000	\$ 126,000	\$ 132,300	\$ 138,915
Lower Airspace Commission	\$ 319	\$ 487	\$ 284	\$ 9,473	\$ 9,946	\$ 10,444	\$ 10,966
Departure Tax Commission	\$ 17,382	\$ 230,328	\$ 98,131	\$ 310,942	\$ 399,042	\$ 418,995	\$ 439,944
<b>Total expenses</b>	<b>\$ 34,514,066</b>	<b>\$ 23,985,986</b>	<b>\$ 13,860,971</b>	<b>\$ 30,273,342</b>	<b>\$ 30,444,090</b>	<b>\$ 31,192,507</b>	<b>\$ 31,725,608</b>
		\$ -					
<b>Net profit/(loss)</b>	<b>\$ (21,107,446)</b>	<b>\$ 4,304,432</b>	<b>\$ 4,890,790</b>	<b>\$ 5,005,994</b>	<b>\$ 6,377,902</b>	<b>\$ 8,200,660</b>	<b>\$ 10,494,431</b>
TOTAL INCOME	\$ 13,406,620	\$ 28,290,418	\$ 18,751,761	\$ 35,279,336	\$ 36,821,992	\$ 39,393,167	\$ 42,220,039
TOTAL EXPENDITURES	\$ 34,514,066	\$ 23,985,986	\$ 13,860,971	\$ 30,273,342	\$ 30,444,090	\$ 31,192,507	\$ 31,725,608
NET PROFIT/LOSS	\$ (21,107,446)	\$ 4,304,432	\$ 4,890,790	\$ 5,005,994	\$ 6,377,902	\$ 8,200,660	\$ 10,494,431
Dividend (35%)				\$1,752,097.84	\$2,232,265.70	\$2,870,231.00	\$3,673,050.85

**Samoa Airport Authority**  
**Cash Flow Forecast**  
**2024 - 2027**

	Actuals 2022	YTD Actuals Feb 2023	Reforecast June 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
<b>RECEIPTS</b>							
Departure tax	\$ 960,762	\$ 4,478,591	\$ 7,677,585	\$ 10,364,739	\$ 10,572,034	\$ 10,572,035	\$ 10,783,476
Landing fees	\$ 627,350	\$ 1,759,737	\$ 3,016,692	\$ 4,525,038	\$ 4,615,539	\$ 4,615,539	\$ 4,707,850
AVSEC Charge	\$ -	\$ 5,798,600	\$ 6,000,000	\$ 4,800,000	\$ 4,896,000	\$ 4,896,000	\$ 4,993,920
Parking fees aircraft	\$ 2,711	\$ 25,060	\$ 42,960	\$ 64,440	\$ 65,729	\$ 65,729	\$ 67,044
Ground Handling	\$ -			\$ 600,000	\$ 612,000	\$ 612,000	\$ 624,240
Oil levies	\$ 7,959	\$ 58,331	\$ 99,996	\$ 160,000	\$ 163,200	\$ 163,200	\$ 166,464
ATS Charges/Lower Air Space	\$ 51,892	\$ 122,795	\$ 210,506	\$ 315,759	\$ 322,074	\$ 322,074	\$ 328,515
Safety and Security Levy	\$ 33,429	\$ 124,263	\$ 213,022	\$ 1,300,000	\$ 1,326,000	\$ 1,326,000	\$ 1,352,520
Dividend	\$ 84,908	\$ -	\$ 85,000	\$ 85,000	\$ 86,700	\$ 86,700	\$ 88,434
Electricity recoverable	\$ 60,022	\$ 105,574	\$ 180,984	\$ 271,476	\$ 276,906	\$ 276,906	\$ 282,444
Interest from term deposits	\$ 63,453	\$ 39,867	\$ 68,343	\$ 100,000	\$ 102,000	\$ 102,000	\$ 104,040
Miscellaneous income	\$ 389,100	\$ 89,606	\$ 153,610	\$ 140,000	\$ 142,800	\$ 142,800	\$ 145,656
Rental	\$ 333,379	\$ 477,035	\$ 817,774	\$ 1,098,345	\$ 1,120,312	\$ 1,120,312	\$ 1,142,718
VIP income	\$ 5,062	\$ 17,697	\$ 30,338	\$ 70,000	\$ 71,400	\$ 71,400	\$ 72,828
Vehicle Parking Fee	\$ 77,660	\$ 394,911	\$ 676,990	\$ 700,000	\$ 714,000	\$ 714,000	\$ 728,280
Advertising Commission	\$ -	\$ 61,596	\$ 105,593	\$ 442,035	\$ 450,876	\$ 450,876	\$ 459,894
Sale of Fixed Assets	\$ -	\$ 87	\$ 149	\$ 170,000	\$ 173,400	\$ 173,400	\$ 176,868
Water	\$ 583	\$ 448	\$ 768	\$ 5,000	\$ 5,100	\$ 5,100	\$ 5,202
Gain on Investment	\$ 10,613	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gain on foreign exchange	\$ 156	\$ 474	\$ 813	\$ -	\$ -	\$ -	\$ -

<b>Total Receipts</b>	<b>2,709,039</b>	<b>13,554,672</b>	<b>19,381,123</b>	<b>25,211,832</b>	<b>25,716,069</b>	<b>25,716,071</b>	<b>26,230,392</b>
<b><u>PAYMENTS</u></b>							
Advertising	954	2,348	4,025	10,000	10,200	10,200	10,404
Audit fees	61,000	40,250	69,000	70,000	71,400	71,400	72,828
Bank charges	2,508	1,489	2,553	4,500	4,590	4,590	4,682
Board expense	11,149	8,143	13,959	20,000	20,400	20,400	20,808
Compliance	238,609	193,448	331,625	973,500	992,970	992,970	1,012,829
Directors fees	104,517	56,024	96,041	105,000	107,100	107,100	109,242
Donation	13,105	10,240	17,554	15,000	15,300	15,300	15,606
Electricity	1,536,182	1,081,087	1,853,292	2,500,000	2,550,000	2,550,000	2,601,000
Fuel - store	135,299	187,370	321,206	350,000	357,000	357,000	364,140
General expense	76,257	43,947	75,338	66,000	67,320	67,320	68,666
Interest	-	173,899	460,332	671,527	684,958	684,958	698,657
Insurance	1,070,211	538,919	923,861	1,854,000	1,891,080	1,891,080	1,928,902
Loose Tools	-	-	-	14,200	14,484	14,484	14,774
Ministerial Support	41,421	37,272	63,895	65,000	66,300	66,300	67,626
Office expense	3,708	3,209	5,501	8,000	8,160	8,160	8,323
Printing and stationeries	65,068	49,857	85,469	100,800	102,816	102,816	104,872
Professional fees	37,209	-	-	20,000	20,400	20,400	20,808
Penalty fee	100	-	-	-	-	-	-
Repairs and maintenance - Furnitures	-	2,567	4,401	5,000	5,100	5,100	5,202
Repairs and maintenance - Building	22,659	49,149	84,255	180,000	183,600	183,600	187,272
Repairs and maintenance equipment	91,923	131,095	224,734	134,000	136,680	136,680	139,414
Repairs and maintenance motor vehicle	79,032	52,791	90,499	60,000	61,200	61,200	62,424
Registration & License	59,147	33,691	57,756	122,600	125,052	125,052	127,553
Safety gears	3,783	8,105	13,894	135,800	138,516	138,516	141,286
Salaries and wages	5,534,164	3,240,656	5,555,410	7,500,000	7,650,000	7,650,000	7,803,000
Supplies	132,907	70,818	121,402	200,000	204,000	204,000	208,080

Telephone	141,179	72,919	125,004	170,000	173,400	173,400	176,868
Training	2,070	4,669	8,004	10,000	10,200	10,200	10,404
Travel	3,137	142,130	243,651	201,000	205,020	205,020	209,120
Uniforms	6,402	59,102	101,318	120,000	122,400	122,400	124,848
Vehicle running expense	24,770	27,623	47,354	50,000	51,000	51,000	52,020
VIP Supplies	1,222	5,437	9,321	15,000	15,300	15,300	15,606
Water rates	16,254	12,732	21,826	20,000	20,400	20,400	20,808
Waste disposal	-	14,619	25,061	20,000	20,400	20,400	20,808
Discount Allowed	19,814	56,574	96,979	120,000	122,400	122,400	124,848
Lower Airspace Commission	319	284	487	9,473	9,662	9,662	9,855
Departure Tax Commission	17,382	98,131	230,328	310,942	317,161	317,161	323,504
Loan Principal Repayment	-	105,728	213,908	339,833	346,630	346,630	353,563
Loss on foreign exchange	312	650	1,114	-	-	-	-
Capital Expenditures	-	-	-	10,375,796	10,583,312	10,583,312	10,794,978
<b>Total Payments</b>	<b>9,553,773</b>	<b>6,616,972</b>	<b>11,600,357</b>	<b>26,946,971</b>	<b>27,485,910</b>	<b>27,485,911</b>	<b>28,035,629</b>
<b>Cash Surplus from Operating Activities</b>	<b>(6,844,734)</b>	<b>6,937,700</b>	<b>7,780,766</b>	<b>(1,735,139)</b>	<b>(1,769,842)</b>	<b>(1,769,840)</b>	<b>(1,805,237)</b>
<b>Opening Cash Balance</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>Closing Cash Balance</b>	<b>(4,844,734)</b>	<b>8,937,700</b>	<b>9,780,766</b>	<b>264,861</b>	<b>230,158</b>	<b>230,160</b>	<b>194,763</b>



# SAMOA AIRPORT AUTHORITY

## Balance Sheet Forecast

2024 - 2027

	<u>Actuals</u>	<u>Reforecast</u>	<u>Reforecast</u>	<u>Budget</u>	<u>Reforecast</u>	<u>Reforecast</u>	<u>Reforecast</u>
	<u>2022</u>	<u>Feb-23</u>	<u>Jun-23</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
<b>CAPITAL AND RESERVE</b>							
Government contribution	\$ 93,451,084	\$ 93,451,084	\$ 93,451,084	\$ 93,451,084	\$ 93,451,084	\$ 93,451,084	\$ 93,451,084
Asset revaluation reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Reserves	\$ 743,235	\$ 743,235	\$ 743,235	\$ 743,235	\$ 743,235	\$ 743,235	\$ 743,235
Dividend Paid to Govt.	\$ -	\$ -	\$ 1,424,843	\$ -	\$ -	\$ -	\$ -
Accumulated losses	\$ (69,671,494)	\$ (64,718,115)	\$ (53,500,000)	\$ (64,665,500)	\$ (58,200,000)	\$ (58,300,000)	\$ (47,000,000)
	\$ 24,522,825	\$ 29,476,204	\$ 42,119,162	\$ 29,528,819	\$ 35,994,319	\$ 35,894,319	\$ 47,194,319
Represented by:							
<b>CURRENT ASSETS</b>							
Cash on hand and at bank	\$ 3,972,254	\$ 5,162,400	\$ 1,000,000	\$ 230,312	\$ 253,343	\$ 278,677.52	\$ 306,545.27
Term deposits		\$ 1,505,096	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -
Trade debtors	\$ 259,996	\$ 4,952,788	\$ 4,100,000	\$ 5,000,000	\$ 5,500,000	\$ 6,050,000.00	\$ 6,655,000.00
Other debtors and prepayments	\$ 60,750	\$ 167,463	\$ 50,000	\$ 40,000	\$ 44,000	\$ 48,400.00	\$ 53,240.00
SAIP World Bank Project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Shanghai Construction	\$ 25,435	\$ -	\$ 181,359	\$ -	\$ -	\$ -	\$ -
Stock	\$ -	\$ -	\$ -	\$ 200,000	\$ 220,000	\$ 242,000.00	\$ 266,200.00
VAGST Receivable	\$ 189,857	\$ 189,857	\$ -	\$ 750,000	\$ 825,000	\$ 907,500.00	\$ 998,250.00
Tax Credit	\$ 642,729	\$ -	\$ -	\$ 440,000	\$ 484,000	\$ 532,400.00	\$ 585,640.00
Withholding Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 5,151,021	\$ 11,977,604	\$ 6,831,359	\$ 6,660,312	\$ 7,326,343	\$ 8,058,978	\$ 8,864,875

**CURRENT LIABILITIES**

Bank overdraft	-	-	-	-	-	-	-
Creditors	177,914	439,744	250,000	175,000	192,500	211,750	232,925
Other creditors and accruals	389,559	-894,059	-500,000	345,000	379,500	417,450	459,195
Current Portion - Term Loan	-	-	-	682,000	750,200	825,220	907,742
SARIP WB Project	-	-	-	-	-	-	-
Provision for Annual Leaves	-	102,545	180,000	190,000	209,000	229,900	252,890
Short Term - Deferred Income	10,522,186	28,253,070	11,000,000	8,904,000	9,794,400	10,773,840	11,851,224
VAGST Payable	-	-	-	-	-	-	-
Withholding Tax	-	-	-	-	-	-	-
Dividend Payable	-	-	-	1,752,098	-	-	-
	11,089,659	27,901,300	10,930,000	12,048,098	11,325,600	12,458,160	13,703,976

**WORKING CAPITAL**

(5,938,638)	(15,923,696)	(4,098,641)	(5,387,786)	(3,999,257)	(4,399,182)	(4,839,101)
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**DEFERRED INCOME**

(165,686,920)	(198,394,565)	(180,000,000)	(170,000,000)	(170,000,000)	(170,000,000)	(170,000,000)
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**LONG TERM LIABILITY**

Loan UTOS	(8,500,000)	(9,894,745)	(9,000,000)	(9,946,081)	(9,946,081)	(9,946,081)	(9,946,081)
Loan World Bank SAIP	(44,407,438)	(44,407,438)	(44,407,438)	(44,407,438)	(44,407,438)	(44,407,438)	(44,407,438)

**SHARES/INVESTMENTS**

Aggie Greys Beach Resort and Spa	1,075,000	1,075,000	1,075,000	1,425,000	1,425,000	1,425,000	1,425,000
Oceania Aviation Samoa Ltd	-	-	-	-	-	-	-
UTOS	1,963,496	1,867,974	1,867,974	1,867,974	1,867,974	1,867,974	1,867,974

INTANGIBLE ASSET	100,868	-	-	53,000	53,000	53,000	53,000
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**PROPERTY, PLANT AND  
EQUIPMENT**

245,916,458    295,153,675    276,682,267    255,924,150    261,001,121    261,301,046    273,040,965

**NET ASSETS**

<u>24,522,826</u>	<u>29,476,205</u>	<u>42,119,162</u>	<u>29,528,819</u>	<u>35,994,319</u>	<u>35,894,319</u>	<u>47,194,319</u>
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**12.1 NOTES/ASSUMPTIONS TO FINANCIAL FORECAST**

The following assumptions and notes provide context for the projected financial statements and outline of the key factors influencing the increase in financial results over the next three years:

**a. Passenger Growth**

- Passenger volumes are projected to grow at an average rate of 15% per year, driven by increased international connectivity, new flight routes, and the re-opening of Fagalii Airport.
- The introduction of new facilities such as the New Regional Terminal (2024) and VIP Building (2024) is expected to enhance the overall passenger experience and boost capacity.

**b. Cargo Volume Expansion**

- Cargo volumes are expected to increase at a rate of 20% annually, supported by improved infrastructure such as the New Cargo Depot Building (2024).
- Modernization of logistics and cargo-handling facilities will contribute to an uptick in commercial cargo revenue as Samoa's import/export activity grows.

**c. Increased Revenue from Concessions**

- The completion of major projects (VIP Building, Regional Terminal, FIA Terminal 2) is expected to attract additional commercial partners and tenants, leading to a 10-15% annual increase in concession revenue.
- This includes retail, food & beverage outlets, and other airport services benefiting from higher foot traffic.

**d. Inflation and Cost Adjustments**

- A 5% annual inflation rate is assumed for expenses related to staff salaries, utilities, maintenance, and operational costs.
- Rising costs are expected to be managed through better resource allocation and operational efficiencies, including preventative maintenance strategies.

**e. Capital Projects Completion**

- Timely completion of capital projects such as the New Regional Terminal and New Apron and Parking Area will generate immediate benefits in 2024.
- Delays in these projects could affect passenger throughput and overall financial performance.

**f. Government Grants and Donor Funding**

- Substantial government grants and donor funding will be available as planned for the large-scale projects scheduled for 2024 and 2027.

- Any reduction or delay in donor funds could slow down the completion of projects such as the Seawall Rehabilitation and Navigational Systems Upgrades.

**g. Increased Safety and Compliance Costs**

- SAA will continue to invest in safety, security, and compliance improvements, increasing operational costs by 8% annually over the next three years.
- These include costs related to ICAO compliance audits, new CT X-ray machines, Ground Service Equipment, and new fire appliances.

**h. Resumption of Full Airport Operations**

- Full operational resumption of Fagalii Airport (by 2023) and upgrades to Maota and Asau Terminals as well as the new Regional Terminal at Faleolo will diversify revenue streams from domestic flights.
- This expansion of domestic services is expected to complement international operations and boost local economic activity.

**i. External Economic Environment**

- Stable regional economic conditions, including trade and tourism, are expected to persist, leading to steady demand for air travel and cargo services.
- Economic downturns or global disruptions could affect air travel demand, leading to potential revenue shortfalls.

**j. Impact of Technological Advancements**

- Investments in modern Navigational Aids (DVOR, ILS, AWS) and IT systems will improve operational efficiency, contributing to the long-term sustainability of the airport.
- The reliance on new technology will reduce some operational costs (e.g., improved weather forecasting reducing delays) but will require periodic upgrades.

**k. New Business Opportunities**

- Strategic efforts to maximize commercial opportunities arising from future developments, such as the updated Master Plan and Business Strategy (by Dec 2024), will create new revenue streams.
- The SAA will seek new partnerships and investment opportunities related to airport services, logistics, and retail.

**Summary of Financial Impacts Over the Next 3 Years**

- **Revenue Growth:** Passenger, cargo, and concession revenues are projected to rise due to infrastructure improvements, new terminal facilities, and an increase in tourism and trade activities.

- **Expense Increases:** Operational costs will rise primarily due to inflation, compliance, and enhanced safety/security measures.
- **Capital Expenditures:** The bulk of infrastructure investments occur in 2024 and 2025, leading to improved capacity and service offerings by 2026, with ongoing maintenance for resilience against climate impacts.

The following assumptions are also crucial to the effective and efficient utilization of the Airport Authority resources for serving the people of Samoa.

- The SAA continues to comply with applicable international and national civil aviation services, security & health requirements
- SAA continues to maintain its financial performance of 7% ROE
- SAA maintains critical, experienced and specialised technical staff
- The Board of Directors supports the strategies in the Corporate and Management Plans
- All services provided by SAA continue to improve.
- The Board of Directors to be accountable for its decisions as stipulated in the Public Bodies Act 2001, Public Finance Management Act 2001, Civil Aviation Act 1998 and the Samoa Airport Authority Act 2012.
- Management continues to perform its duties and responsibilities diligently, efficiently and effectively to fulfil SAA Corporate Plan Objectives

## 12.2 BUSINESS TARGETS 2025 – 2027

The three key priority areas identified in the current Plan include – Financial Management, Operations and Business Development. The main task for the Finance and Commercial Services is to explore new revenue streams while maintaining efficiency on all financial and commercial statutory requirements. Some of the strategies to achieve this objective during the period include:

- Consolidate ground-handling contract into a single operator to increase revenue commission.
- Review procedures for improvement of debt collection and revenue.
- Review and develop business plans for relevant SAA services.
- Create new Lease Rates for new land commercial developments
- Re-evaluate Airport charges
- Maintain the current growth of revenue at (5% by June 2025, 6% by 2026, 7% by 2027)

## 12.3 FUTURE POTENTIAL BUSINESS OPPORTUNITIES AND ACTIVITIES

60

There are opportunities for the Authority to improve its existing services, its financial performance, financial position.

Outlined below are the four (4) key business activities that the Authority will continue to implement in the planned period to expand the current revenue base given the limited resources available to the Authority.

### 10.3.1 ACTIVITY 1: IN-HOUSE CLEARING

- a. Continue to evaluate and benchmark Airport charges to reflect current market conditions
  - Examine Actuals vs. Forecast market commercial rates
    - Regular comparative review of charges in the lease/rental market
    - Review annually tenants shared cost of common areas and rubbish collection
    - Review Block charges for use of parking spaces by the hoteliers, tenants and taxi operators based on annual surveys of current market rates
    - Competitive market rates charged for lease/use of other building facilities i.e., Hangar, Cargo, Restaurants, Sporting/Training facilities and VIP Fales
  - Costs recovery for services rendered
    - Ensure all fees charged are current and most appropriate in terms of covering airport and aerodrome management and maintenance expenditure
    - Proposal to the Government for the upkeep and maintenance of Maota and Asau aerodromes under Community Service Obligations (CSOs)
- b. Review processes for collection of charges, rates and levies
  - Streamlining of processes
  - Improve efficiency and minimise costs of processes (man-power, time, etc) such as the use of electronically remitted invoicing etc.
- c. Analyse different revenue units for commercial viability
  - A full cost-benefit analysis must be undertaken annually for the viability of the VIP Operations service.
- d. Information Technology, Planning and Reporting
  - Fully utilize the Asset Management and Maintenance System for accurate recording and maintenance history of the Authority Assets
  - System improvements for financial reporting, invoicing, and receivables annually
  - Provide monthly reports requested by Departments to ensure targeted plans and budgets requirements are met.

### 12.3.2 ACTIVITY 2: IMPROVE ON OVERALL CUSTOMER EXPERIENCE

- a. Maintain cleanliness and quality experience of passenger through the upkeep of terminal facilities and amenities.
- b. SAA to regulate its tenant's customer service standards by engaging them in a Customer Experience initiative for a united approach to Customer service i.e. standardising tenant's staff dress code, phone greetings, customer feedback

### 12.3.3 ACTIVITY 3: DEVELOP UNUSED AIRPORT PROPERTY

- c. Identify "excess" property that may not be needed for aeronautical purposes
  - Sub-division of available land and leasing of land parcels to interested parties subject to the future developments of the airport lands as identified in the Master Plan.
  - The Authority as a strategy to develop idle properties, to work collaboratively with the Samoa Tourism Authority, Hoteliers and the hospitality operators to attract potential investors to invest in Samoa.

### 12.3.4 ACTIVITY 4: CAPITALIZE ON NEW BUSINESS OPPORTUNITIES

- d. Outsourcing Non-Core Activities
  - PPP – Public Private Partnership
  - Cleaning
  - Ground and Lawn Maintenance
  - Building Maintenance
  - Vehicle Maintenance
  - Security
  - Waste Removal and Disposal
- e. Tourism Hub Development
  - VIP rooms and facilities for passengers
  - Air Services Incentive Programme (ASIP)
  - Develop new routes through engagement with travel agents and charter operators in conjunction with the Samoa Tourism Authority.

### 13. FUTURE PROJECTS AND DEVELOPMENTS

THE SAA WILL CONTINUE TO UNDERTAKE NEW PROJECTS TO IMPROVE ITS SERVICE DELIVERY AND ITS ON-GOING COMPLIANCE WITH ALL APPLICABLE INTERNATIONAL AND NATIONAL CIVIL AVIATION STANDARDS AND PRACTICES. SOME OF THE PLANNED PROJECTS FOR THIS CORPORATE PLAN PERIOD INCLUDE BUT NOT LIMITED TO:

PROJECT	Strategies	Actions	Activity	Indicators	Estimated Budget (USD)	Funding Source	Timeframe
<b>Supply &amp; Installation of New CT X-ray Machines</b>	Improve airport security service delivery and in compliance with international standards	Install new CT X-ray machines	Install new security systems	Enhanced security checks and regulatory compliance	1,000,000	SAA/DONOR	to be fully operated by July 2024
<b>Construction of New VIP Building</b>	Improve service delivery during special occasions	Design & construct a modern VIP facility	Build a modern VIP terminal	Increased VIP services during CHOGM and enhanced customer experience satisfaction	8,500,000	SAA	to be completed by September 2024
<b>Construction of New Regional Terminal</b>	Divert smaller aircrafts away from main Faleolo International Terminal	Construct a New Regional Terminal	Build a new terminal	Increased capacity for regional flights	10,000,000	SAA	to be completed by October 2024
<b>New Apron and Parking Area</b>	Expand operational capacity	Design and build new apron and parking	Build aircraft parking areas	Increased parking space, reduced congestion	15,000,000	SAA	to be completed by October 2024
<b>New Hangar</b>	Improve aircraft maintenance capacity	Build new aircraft maintenance hangar	Construct new hangar	Increased maintenance capacity, leasing revenue	15,000,000	SAA	to be completed by October 2024

<b>Airport Fence</b>	Strengthen security perimeter	Install perimeter security fencing	Construct secure boundary fencing	Increased security, reduced breaches	500,000	SAA	to be completed by September 2024
<b>New Cargo Depot Building</b>	Expand cargo handling capacity	Build a state-of-the-art cargo depot	Build a new cargo facility	Increased cargo throughput, enhanced logistics	15,000,000	SAA	to be completed by October 2024
<b>New FIA Terminal 2</b>	Expand international capacity	Construct new international terminal	Build new international terminal	Increased passenger capacity	15,000,000	SAA/SARIP	to be completed by early 2026
<b>Seawall Rehabilitation</b>	Enhance climate resilience of FIA	Rehabilitate and strengthen seawall	Seawall repairs and upgrades	Reduced flood risks, enhanced resilience	12,400,000	SAA/MWTI	to be completed by early 2027
<b>Escalator/Elevator Replacements</b>	Improve accessibility	Replace outdated elevators and escalators	Install new escalators and elevators	Improved mobility, compliance with safety standards	7,000,000	SARIP	2026
<b>Navigation Systems Upgrades (DVOR, DME, ILS)</b>	Improve flight navigation and safety	Procure and install DVOR, DME, ILS systems, and AWS	Upgrade to modern state of the art navigational systems	Improved flight safety, compliance with ICAO standards	6,000,000	SARIP	to be fully installed and tested by 2025
<b>Airports Continuous Maintenance Program</b>	Maintain high operational standards	Implement ongoing regional maintenance program	Continuous facility and assets upkeep and maintenance	Extended asset lifespan, reduced downtime	10,000,000	SAA/SARIP	on-going 2025-2027
<b>Acquire New Category 8 Fire Appliances</b>	Improve emergency response during CHOGM	Acquire by way of Donor 2 Fire Trucks for the safety purposes	Run Testings	Improved safety, regulatory compliance	2,000,000	SAA/DONOR	arrived by October 2024

<b>Feasibility Study for Faleolo Runway Extension</b>	Plan for future runway expansion	Conduct feasibility study for runway extension	Study runway extension options	Study completed and recommendations provided	1,000,000	SAA/MWTI	Jan-25
<b>Feasibility Study for Faleolo ATC Tower Relocation</b>	Optimize air traffic control operations	Conduct feasibility study for ATC tower relocation	Study relocation options for ATC tower	Study to be completed, recommendations provided	1,000,000	SAA/SARIP	Mar-25
<b>Improve Compliance of Asau and Maota Airports</b>	Ensure regional airport readiness	Upgrade Asau and Maota facilities	Make improvements to terminals	Airports ready for services when required	500,000	MWTI/SAA	on-going 2025-2027
<b>Faleolo Master Plan &amp; Business Strategy</b>	Strategize future business and development opportunities	Update SAA Masterplan and Business Strategy	Develop updated airport masterplan	Masterplan and business strategy completed	500,000	SAA/SARIP	Dec-24
<b>Conduct Certification Audits</b>	Maintain strict safety and security standards	Conduct ICAO standards audits	Certification audits and enforcement	compliant with ICAO regulations	250,000	MWTI/SAA/Airlines	on-going 2025-2027
<b>Samoa Airport Authority Act 22012 Review</b>	Ensure legal framework for airport management is up to date	Review Airport Authority Act 2012	Conduct legal review	Act reviewed and updated if necessary	150,000	SAA	2025
<b>Long-term Asset Management Plan</b>	Strengthen infrastructure resilience and sustainability	Develop long-term asset management and maintenance plan	Implement preventive maintenance culture	Asset management plan developed and implemented	500,000	SAA	Dec-24
<b>Feasibility Study for Faleolo International Airport's Future</b>	Secure long-term continuity of international aviation services	Conduct a feasibility study for future operational viability	Study of operational lifespan and alternative sites	Study completed; government advised on future options	200,000	SAA/MWTI	Dec-25



<b>Alternative Sites for Emergency International Airport</b>	Plan for backup international airport in case of emergencies	Identify and upgrade alternative sites	Upgrade existing airports for emergency use	Alternative sites identified and upgraded	450,000	SAA/MWTI	Dec-25
<b>Asau and Maota Runway &amp; Apron Assessment</b>	Improve infrastructure for regional airport services	Conduct comprehensive assessment of runways and aprons	Make improvements to runways and aprons	Assessment completed and improvements implemented	200,000	SAA/MWTI	Dec-25

- a) The SAA will continue to commit to the following in accordance to Government Policies and Cabinet Directives:

**1. Access and Connectivity**

- Ensure equitable access to air transport services for all communities, especially remote and underserved areas.
- Facilitate affordable and reliable flight options to promote tourism and local business growth.

**2. Community Engagement**

- Actively engage with local communities to understand their needs and incorporate their feedback into service planning.
- Organize community forums and outreach programs to keep residents informed about airport operations and initiatives.

**3. Safety and Security Awareness**

- Provide education and resources to the community about aviation safety and security protocols.
- Collaborate with local organizations to conduct safety drills and awareness campaigns.

**4. Health Initiatives**

- Partner with local health authorities to promote public health awareness and vaccination campaigns at the airport.
- Provide facilities for health screenings and information dissemination related to travel health, including COVID-19 protocols and other health advisories.

**5. Environmental Stewardship**

- Implement environmentally sustainable practices in airport operations and promote awareness of environmental issues within the community.
- Support local environmental initiatives and participate in community clean-up events.

**6. Economic Development**

- Create job opportunities through airport operations and support local businesses by promoting airport-related services.
- Invest in local infrastructure improvements that benefit the community.

**7. Cultural Preservation**

- Promote and celebrate Samoan culture through events and exhibitions at the airport.

- Partner with local cultural organizations to showcase traditional arts, crafts, and performances.

#### 8. Educational Support

- Offer internship and training opportunities for local youth interested in aviation and related fields.
- Support educational initiatives in local schools focused on aviation, engineering, and environmental stewardship.

#### 9. Emergency Response Support

- Collaborate with local emergency services to enhance community preparedness for natural disasters and other emergencies.
- Ensure the airport remains a vital hub for emergency services during crisis situations.

#### 10. Charity Support

- Allocate funds and resources to support the Home of the Elderly, ensuring their needs are met through donations and community outreach programs.
- Provide assistance and funding to Victim Support Groups to help them deliver vital services and support to those in need.

b) The SAA also prioritises maintenance and upkeep of Maota and Asau in accordance with International and National Aviation requirements.

- Continue to open and operate Maota & Asau Airports for emergency and medical purposes. Estimated costs each year are as follows:

Components/Aerodrome	MAOTA	ASAU
Grounds Maintenance	64,800.00	24,000.00
Electricity	2,400.00	600
Water	3,483.00	641.76
Staffing	34,382.95	20,783.18
General Maintenance	10,000.00	10,000.00

- The maintenance and upkeep of Maota and Asau is an added cost due to the fact that there are no scheduled flights for these Airports and is therefore not generating revenue to off-set the expenses.