Ministry of Finance
GOVERNMENT OF SAMOA

ANNUAL REPORT 2023-2024

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GOVERNMENT OF SAMOA

MINISTRY OF FINANCE

14 February 2025

Afioga Speaker
Honorable Speaker of the House
Legislative Assembly of Samoa
MULINUU

ANNUAL REPORT 2023-2024 – MINISTRY OF FINANCE

It is with great pleasure that I present the Ministry of Finance's Annual Report covering the period 1 July 2023 to 30 June 2024, for tabling to the Legislative Assembly of Samoa.

This Report provides a comprehensive overview of the Ministry's performance within the financial year.

Lautimuia Uelese Afoa Vaai
MINISTER OF FINANCE

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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

I am delighted to present the Ministry of Finance's Annual Report for the financial year 2023/24. This was another exciting year full of events and changes including welcoming a new Minister of Finance with the restructuring of Cabinet in October 2023, several changes to Management given international and regional callings, as well as opening a new government bowser and records warehouse at Tuanaimato.

Achievements and Highlights for Financial Year 2023/2024

- ***Monitoring, Evaluation & Learning Framework (MELF) for the Pathway for the Development of Samoa*** – The Ministry of Finance delivered on this outstanding critical initiative within the first quarter of the financial year. By 30th August 2023, Cabinet approved the PDS MELF, which Management finalized following consultations with all sectors by the Economic Policy & Planning division. Following Cabinet approval, the PDS MELF was officially launched at the Finance Sector Annual Review in early December 2023, allowing the Ministry of Finance to kick start the mid- term review of the PDS using the approved MELF.
- ***First Supplementary Budget FY2023/24 & Main Estimates FY2024/25*** – On the 19th December 2023, the Minister of Finance tabled the First Supplementary Budget for financial year 2023/24. This supplementary budget reflected the Cabinet reshuffling costs, and the transfer of the administration of temporary labor migration schemes for both Australia and New Zealand from the Ministry of Commerce, Industry & Labor to the Ministry of Finance. On May 28, 2024, the Minister of Finance tabled his first Main Estimates for financial year 2024/25.
- ***Key Revenue Measures introduced*** – The Cabinet, on the recommendations of the National Revenue Board, approved the introduction of new measures, within the financial year 2023/24, facilitating increased revenue generation and adherence to policies. These newly established revenue streams encompassed the fees for approving types of devices (type approval fees with the Office of the Regulator), temporary labor migration fees, new hire rates for the Samoa Fale in Auckland, New Zealand as well as revisions to tariffs for International Services & Chartered Services and rebates for the Filming of Survivor in Samoa. The first three became effective the following financial year.

- ***Negotiations and Financing Agreements signed with Development Partners for new Aid Resources* –** The Ministry of Finance led the Government of Samoa's negotiating team authorized by Cabinet, for the negotiations with the Asian Development Bank on the grant funding of US$100.1million for the Alaoa Multi-Purpose Dam Project. This took place on the 5th April 2024 via zoom link with approval by the Board of Directors on the 11th June 2024. In addition, the Government of New Zealand Climate Finance Partnership Arrangement of NZD$15million grant was signed on the 15th December 2023 in support of actions to address impact of climate change. The Government also signed with the Government of Japan a grant agreement of JPY2,401,000,000 on the 12th of February 2024 for Improvement of facilities at the faculty of health Science for the National University of Samoa. Further in April 2024, the Government of Australia committed an additional AUD$20million in direct budget support towards the Government's budget ahead of hosting the CHOGM.
- ***Host of High-Level Visits by Samoa's Development Partners* – S**everal high level visits were hosted by the Ministry of Finance during the year to view progress of funded developments, consult on priorities and ways to address implementation and development challenges. In July 2023, the World Bank Regional Vice President for East Asia and Pacific and delegation visited Apia and hosted by the former Minister of Finance Honorable Mulipola Anarosa Ale - Molioo. In November 2023, the ADB Executive Director for Samoa's constituency paid courtesy to the Prime Minister, the respective Ministers of the Transport & Infrastructure and Finance portfolios, and met with senior Government officials to update on progress of development and priorities for Samoa. In February 2024, the Minister of Finance as the Governor for Samoa at the World Bank Group, hosted the World Bank Group Board of Directors visit with senior management staff that met with the Prime Minister, senior Government officials. Later in February 2024, the newly appointed ADB Vice President for the Pacific region also visited Samoa to review progress and discuss the implementation of funded priorities by ADB. He also opened the new ADB-Samoa Pacific Country Office, another milestone marking the 57years of partnership with ADB.
- ***Regional Workshop on Public Investment Management (PFTAC)*** – The Pacific Financial and Training Assistance Centre (PFTAC) together with the Government of Samoa organized a five-day, in-person, regional workshop focused on "Strengthening Public Investment Management in the Pacific" from November 27th – December 1st 2023 in Apia. The workshop was hosted in collaboration with the Ministry of Finance and supported by the United Nations Economic and Social Commission for Asia and Pacific. The workshop provided participants with an understanding of why the sound management of public investment is critical to more efficient and climate-resilient infrastructure. It aimed to strengthen countries' capacity in

managing public investment while integrating a climate perspective into each aspect of public investment decisions. The workshop targeted senior level officers and analysts who are directly involved in the project management cycle from the Ministries of Finance, Planning, Infrastructure, and Climate from the 16 PFTAC countries.

- ***Launch of the Energy Sector Plan*** – The Ministry of Finance with its energy policy mandate launched the new Energy Sector Plan 2023/24-2027/28 on 19th December 2023.
- ***National Planning Framework*** – Given the high turnover of staff within the public service and Cabinet's request for clarity on the mandates of both the CDC and ACC, the Ministry of Finance documented the national planning process into this new National Planning Framework for ease of reference and compliance by all. The national planning framework was approved by Cabinet on 17th April 2024.
- ***National Assets Management Policy Framework*** – As part of its public finance management reforms under the Joint Policy Action Matrix (JPAM) agenda, the Ministry of Finance in close collaboration with stakeholders and technical support by the World Bank, developed the National Assets Management Policy Framework. The policy framework considers the management of non-financial assets across the public sector. It also provides the policy guidance to all Sectors' Asset Management Strategies, and the Asset Management Plans for respective government agencies. The Assets Management Policy Framework was approved by Cabinet on 17th April 2024.

Challenges

The Ministry of Finance ("MOF") has continued to face challenges with staff turnover as reflected in its human resources management overview. Throughout the 12 months, MOF witnessed the loss of several of its Management including the Assistant CEO Budget who was seconded to the Asian Development Bank (in Manila, Philippines) as a Director's Advisor, the Assistant CEO Climate Resilient Investments Coordination who was seconded to the World Bank (in Washington D.C, USA) as a Director's Advisor, the Assistant CEO Energy Policy Management & Coordination, who joined the South Pacific Commission in Suva, Fiji and the Deputy CEO Operations who joined the Pacific Islands Forum Secretariat (in Suva, Fiji) as a strategic policy advisor. These are testimonies to the calibre of MOF's senior staff and hence, not seen as losses but rather opportunities for further career development of Samoa's future leaders.

Preparations for Samoa's CHOGM host also added to the Ministry's workload as the MOF was not only the chair of the Finance sub-committee but a member of most sub-committees established. It was challenging for the Ministry given competing priorities and staffing constraints.

Acknowledgment

I take this opportunity to acknowledge with gratitude the tremendous support of the Management Team and the commitment of all staff in delivering the Ministry's core outputs including key achievements as highlighted above, despite the challenges within and beyond the Ministry's control.

I would also like to recognize the huge contributions of the respective Management staff who have left the Ministry for greener pastures overseas. Malo le tautua matavela! In addition, I would like to acknowledge the leadership of the Hon. Mulipola Anarosa Ale Molioo as former Minister of Finance from July 2021 to 30 September 2023.

Leading the Ministry of Finance has continued to be an honour for me and I feel humbled to be working with such a group of committed staff, ensuring a solid resilient economy for Samoa.

Malo galulue!

Saoleitiiti Maeva Betham Vaai
CHIEF EXECUTIVE OFFICER

ABOUT THIS REPORT

The Annual Report 2023-2024 provides a comprehensive overview of the Ministry of Finance's achievements against approved key performance indicators as outlined in the Ministry's annual budget for financial year 2023-2024 as guided by the Corporate Plan 2022/23-2026/27. It is designed to provide transparency and insight into the Ministry's operations and a clear understanding of its financial health and strategic direction.

This Report is organized in two parts.

PART A: Ministry Mandate, Functions and Performance Review

(I) Overview of the Ministry

The overview provides insights into the Ministry's functions and strategic orientation. It delineates the Ministry's legal mandate and articulates its vision, mission, and values. Furthermore, it outlines the new organizational structure, illustrating how the roles of various departments and divisions have been aligned to achieve the Ministry's goals and objectives.

(II) Performance Review

This section focuses on the Ministry's performance against predetermined Key Performance Indicators (KPIs) and its budget outturn for the financial year July 2023 to June 2024.

PART B: National Responsibilities Reporting

(I) Fiscal Performance Update
(II) Public Debt Monitoring Report
(III) Public Finance Management Reforms Report
(IV) Government Audit Committee Report
(V) Labor & Employment Export Program Report

PART A: MANDATE, FUNCTIONS & PERFORMANCE REVIEW

I. OVERVIEW OF THE MINISTRY

This section provides an overview of the Ministry's mandate and functions which governs and guides the direction of the Ministry's work. This section also presents an analysis of the Ministry's workforce and its performance against budget allocations and key performance indicators.

LEGAL MANDATE

The Ministry is required to fulfill its responsibilities and exercise specific authorities by following the relevant legislation and administrative directives governing its operations.

LEGISLATION (PRINCIPAL ACTS)

1. Constitution of the Independent State of Samoa 1960
2. Public Finance Management Act 2001 ("PFM Act")
3. Stamp Duty Ordinance 1932
4. Asia Development Bank Loan Act 1971
5. Asian Infrastructure Investment Bank Act 2017
6. Export-Import Bank of China Loan Act 2008
7. Japan Bank for International Cooperation Loans Act 2008
8. World Bank Loans Act 1974
9. OPEC Fund Loans Act 2012
10. Unit Trust of Samoa Loans Act 2013
11. Energy Management Act 2020
12. Public Bodies (Performance and Accountability) Act 2001
13. Public Service Act 2004

Designates the Ministry of Finance as administering authority.

1. Bills of Exchange Act 1976
2. Decimal Currency Act 1966
3. Electricity Act 2010
4. Financial Institutions Act 1996
5. Samoa Institute of Accountants Act 2006
6. Unit Trusts Act 2008

SUBORDINATE LEGISLATION & OTHER INSTRUMENTS

1. Treasury Regulations 1965 (established under the Public Moneys Act 1964 and continue in force under section 130 of the Public Finance Management Act 2001)
2. Public Finance Management (Government Vehicles) Regulations 2015, (Government Vehicles) Amendment Regulations 2019 & Amendment Regulations 2023
3. Public Finance Management (Internal Audit & Investigations) Regulations 2020
4. Energy Efficiency (Approved Energy Using Products Standards) Regulations 2018
5. Petroleum Regulations 1960
6. Customs (Tourism and Manufacturing Development) Regulations 2010
7. Customs (Aviation Transport Development) Regulations 2012
8. Treasury Instructions 2013 & Amendments
9. Procurement Operating Manual 2020
10. Operating Manual (Investigation on Irregularities – Public Funds and Public Property) 2019
11. Operating Manuals (e.g. Accounting & Financial Reporting, Manual on funds and accounts, payroll, payments; Budget Operations Manual, etc.)

ADMINISTRATIVE DIRECTIVES

1. Cabinet Directives
2. Plans (e.g. Pathway for the Development of Samoa; Finance Sector Plan; Energy Sector Plan; Annual Budget & Associated Fiscal Strategy)
3. Policies (e.g. Development Cooperation Policy; Payment Policy; Budget Policies, Vehicle Policy; Disaster Risk Financing Policy, Government Guarantee Policy, On-Lending Policy, Medium Term Debt Management Strategy, Asset Management Policy Framework, National Planning Framework)
4. Treasury Circular Memorandums

II. CORPORATE PLAN VISION & MISSION, PRINCIPLES & VALUES, AND OUTCOMES

VISION	MISSION
• **A professional organization that leads and contributes to the enhancement of financial and socio-economic stability, for the prosperity of the people of Samoa**	• **To strengthen Public Finance Management through responsible fiscal management, and sound financial and economic advice, that is conducive to inclusive and sustainable growth.**

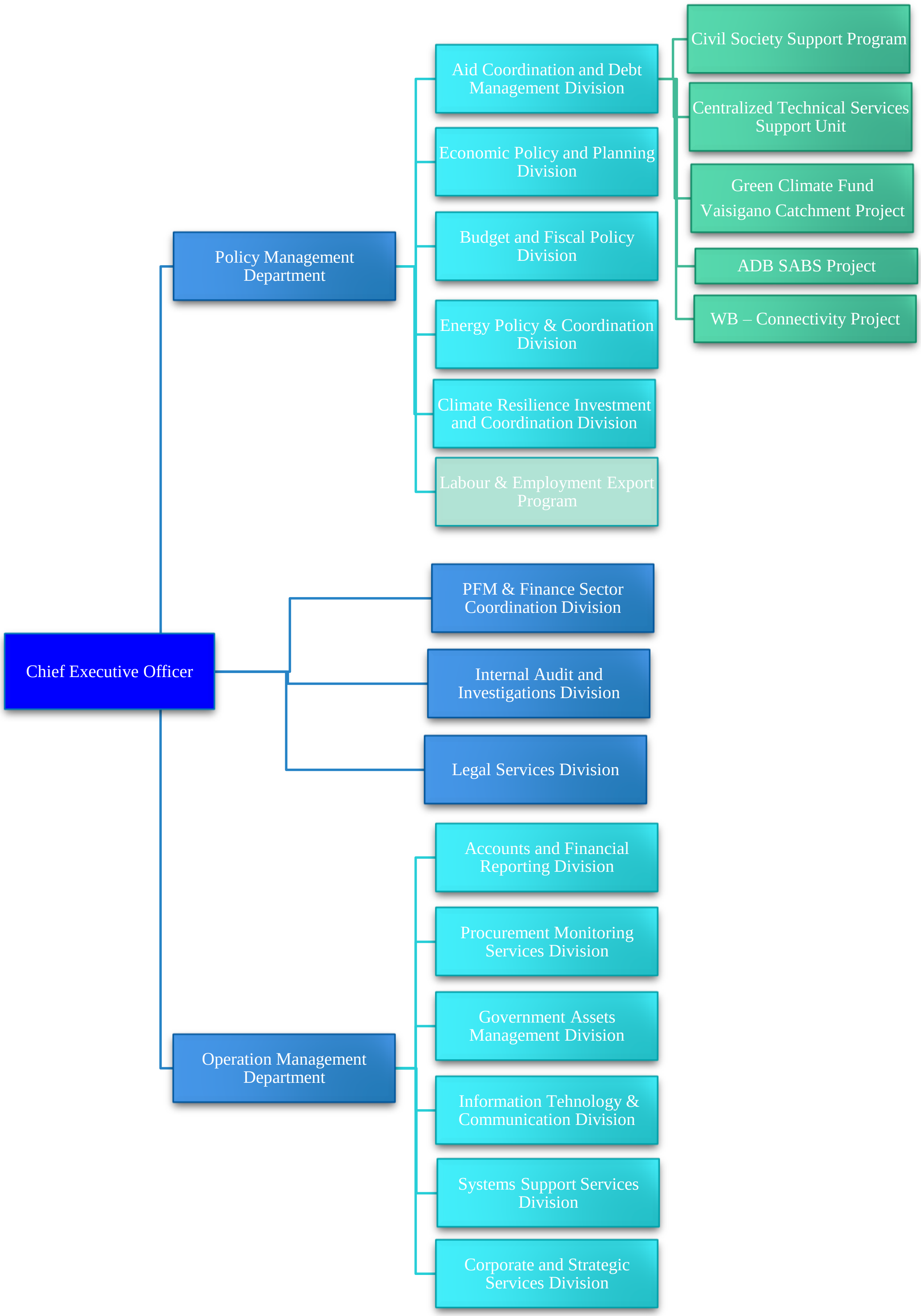
Values and Principles

Leadership by example	Commitment and Integrity	Accountability and Transparency
Respect and Courtesy in the treatment of internal and external stakeholders	Teamwork approach to the delivery of efficient and effective services	Balanced personal and occupational health and safety wellness

Ministerial Outcomes

Resilient macroeconomic framework	*Prudent fiscal management*	*Responsible management of Government assets and resources*
Excellence in staff development	*Improved customer services*	

III. ORGANISATIONAL STRUCTURE



IV. FUNCTIONS OF THE MINISTRY

The Ministry of Finance comprises of two Departments; the Policy Management Department and the Operations Management Department. The Policy Management Department is made up of five divisions, one special unit (*LEEP*) and five project management units (*CSSP, CTSSU, ADB-SABS Project, WB – Connectivity Project, and the Green Climate Fund-Vaisigano Catchment Project*) under the oversight of the Aid Coordination and Debt Management. The Operations Management Department, on the other hand, encompasses six divisions. Three divisions report directly to the Chief Executive Officer including the Internal Audit & Investigations Division, Legal Services Division and the Public Finance Management Reforms & Sector Coordination Division. In total, the Ministry comprises fourteen divisions, one special unit and four project management units, each playing a crucial role in executing strategic, operational, and administrative functions to fulfil the Ministry's vision and mission.

The organization restructuring introduce in the Corporate Plan for the period 2022/23-2026/27 sees a realignment of reporting lines and a restructuring of divisions. For this financial year, the Climate Resilient Investments Coordination Division was officially merged into the Aid Coordination & Management Division in late April 2024 (with the departure of the ACEO for an international calling), following a December 2023 PSC conveyance.

MOF Management with former Minister of Finance, Hon Mulipola Anarosa Ale & with new Minister of Finance-Hon. Lautimuia Afoa Uelese Vaai at swearing-in ceremony (October 2023)

1. POLICY MANAGEMENT DEPARTMENT

i. Fiscal Policy and Budget Division

- Allocate resources through the coordination, compilation, and monitoring of the national budget (expenditure & revenue);
- Coordinate and analyze the financial situation of the Government;
- Prepare and monitor the national budget in accordance with the Public Finance Management Act (PFMA) 2001and amendments, and through the National; Revenue Board, the National Tenders Board, and the Special Committee of Cabinet on the budget preparation;
- Develop budget forecasting in support of the Forward Estimates implementation;
- Provide advice and reports on the budget situation & budgetary implications of proposals from line ministries/SOEs of the Government to Cabinet through the Ministry of Finance CEO and Minister of Finance.

ii. Economic Policy & Planning Division

- Coordinate and develop the national development plan for Samoa and monitor implementation of social, economic & infrastructural developments through the sectors of the economy;
- Monitor the overall performance of the economy (fiscal and monetary policies) in collaboration with the Central Bank of Samoa (CBS) through the Macroeconomic Policy and Coordinating Committee (MPCC);
- Provide assistance and oversight in the development, review, and monitoring of sector plans and processes through the Sector Coordinators Forum, and participation in various sector advisory / working committees and annual sector reviews;
- Monitor and evaluate public sector investment programs and projects through its secretariat role to the Cabinet Development Committee;
- Facilitate implementation of the Government's investment policy through the Investment Committee;
- Provide economic advice on the performance of the economy to Cabinet through the CEO and Minister of Finance.

iii. Aid Coordination and Debt Management Division

- Coordinate development cooperation programs at line ministry and sector levels, in collaboration with development partners;
- Provide advice and information to the national budget process on development partners’ funding commitments to support the financing of the budget annually;
- Facilitate and coordinate requests from line ministries, public bodies and organisations to respective development partners’ programs through the Aid Coordination Committee (ACC) including new investment proposals, technical assistance and volunteers’ needs;
- Provide monitoring oversight for all aid funded projects/programs implemented by various ministries, public bodies and organisations;
- Provide updates on development progress to development partners through the donors’ roundtable meetings co-hosted with the Ministry of Foreign Affairs & Trade;
- Provide advice on the composition and prioritization of development cooperation programs to support Government's priorities to Cabinet through the CEO MoF and Minister of Finance;
- Develop and implement the Government’s debt-related policies including the Medium-Term Debt Management Strategy, the Government Guarantee Policy and the On-lending Policy;
- Manage and monitor the Government’s debt portfolio and contingent liabilities portfolio, including external and domestic debt, Government guarantees and on-lending to Public Bodies;
- Conduct debt portfolio assessments including debt sustainability analysis, credit risk assessments on the new requests for loans, guarantees and on-lending;
- Comply with public debt reporting requirements including the annual debt report (incorporated into the Ministry’s annual report) to Parliament, quarterly debt bulletin and international reporting to the IMF and World Bank;
- Manage and monitor the debt servicing of the public debt through the Central Bank of Samoa (CBS);
- Ensure and operate a robust and consolidated debt management information system in place for the Government’s debt portfolio;
- Provide advice on the Government’s debt portfolio to Cabinet through the CEO MoF and Minister of Finance.

iv. **<u>Climate Resilience Investments and Coordination Division (*merged into Aid Coordination & Debt Management division during the financial year*)</u>**

- Coordinate and provide policy advice on major climate and disaster resilience investments to Cabinet through the CEO MoF and Minister of Finance;
- Operate the National Designated Authority role of the Ministry with major climate funds;
- Facilitate access to contingent disaster financing in accordance with the approved Disaster Risk Financing Policy.

v. **<u>Energy Policy Coordination & Management Division</u>**

- Develop the National Energy Sector Plan in collaboration with relevant stakeholders, and monitor implementation through the National Energy Coordinating Committee
- Maintain & oversee the Energy data repository;
- Monitoring of petroleum, energy efficiency & energy conservation initiatives;
- Coordinate and provide policy advice on issues relating to the energy sector to Cabinet through the CEO MoF and Minister of Finance.

vi. **<u>Labour & Employment Export Program</u>**

- Coordinate and provide policy advice on Temporary Labour Mobility related activities to Minister of Finance, CEO and LEEP Taskforce;
- Promote the interests of Samoa as a labour source country;
- Oversee the sustainable administration of Labour Mobility Schemes which Samoa is signatory to;
- Maintain and oversee the In-Country Recruitment Database (IRD), a centralised repository for information on all Samoan citizens in all stages of recruitment and mobilisation for employment opportunities abroad;
- Monitor and report on status of key Labour Mobility related programs and activities through the Labour & Employment Export Program Taskforce.

2. OPERATIONS MANAGEMENT DEPARTMENT

i. **<u>Accounts & Financial Reporting Division</u>**

- Ensure effective and efficient use of public funds in accordance with the PFM Act 2001 in terms of Government payroll, accounts payable and accounts receivable;

- Manage and monitor the overall cash flow position of the Government through the Cash Flow Management Committee;
- Prepare the Annual Public Accounts, in collaboration with all ministries and public bodies as well as quarterly financial statements of the Government;
- Improve awareness and ensure compliance by line ministries of accounting of public financial management requirements through the Chief Accountants Forum

ii. <u>Financial Management Information System Support Services Division</u>

- Manage, administer and provide technical support for FMIS ("Finance One") Users;
- Maintain the integrated Financial Management Information System;
- Ensure security of data;
- Provide training for users of the system;
- Manage upgrades, configuration changes, and preparation of customized reports from the system;
- Monitor data quality in collaboration with users.

iii. <u>Procurement Monitoring Services Division</u>

- Provide technical advice to the Government Tenders Board ("Tenders Board") on procurement policy and contract management;
- Develop and review procurement policies and procedures that suit Samoa's context from time to time;
- Monitor the implementation of the Government's procurement policy and provide advice on policy issues;
- Assist with the development and dissemination of standard bidding and contracting templates;
- Provide training on Government procurement guidelines and templates;
- Publication of Government procurement opportunities online on a national, regional, and international level as necessary;
- Maintain all records of Government procurement proceedings and publicize the outcome of tender awards on the Ministry's website;
- Implement the Procurement Independent Complaints Review Mechanism and provide secretarial service to the Adjudicator;
- Administer and upload tender advertisements on the Government of Samoa e-Tendering Portal;

- Provide Secretarial Service to the Cabinet Sub-Committee (Tendering Process) when required

iv. <u>Information, Communication & Technology Division</u>

- Provide IT support, solutions and advice that ensures efficient delivery of IT services and optimise customer satisfaction;
- Provide administration and maintenance of the MoF LAN and Government Wide Area Network (GWAN) Infrastructure;
- Ensure compliance with the National Cyber Security Policy;
- Manage and update (when necessary) the ICT disaster Readiness Plan.

v. <u>Corporate Support & Strategic Services Division</u>

- Lead and coordinate the development and review of the Ministry's Corporate Plan and Annual Reports;
- Lead and coordinate human resources management including capacity building development;
- Provide corporate administration including accounting services, asset management, records management, and transportation services for the Ministry;
- Provide support services to the executive management and all staff members;
- Administer and monitor the implementation of the Government's travel insurance program.

vi. <u>Government Assets Management Division</u>

- Provide Building Management services for the main Government buildings (TATTE, FMFMII, Samoa Conference Centre, Government Prayer House, Government Bowser and the Media Centre) as well as the Government's overseas properties;
- Monitor the vehicle policy through the administration of the Government Bowser and the Vehicle Taskforce secretariat;
- Conduct the disposal of all government assets from the write-off process to the auction process, in collaboration with line ministries and public bodies.

3. DIRECT REPORTING DIVISIONS TO CHIEF EXECUTIVE OFFICER

i. Internal Audit & Investigations Division

- Provide independent assurance to add value and improve Government's operations in terms of internal controls oversight and risk management, through the Government's Audit Committee and the Internal Auditors Forum;
- Conduct investigations into irregularities involving public monies and properties of Government (Ministries, Offices and Public Bodies);
- Provide policy advice on internal controls and investigation matters to the Ministry of Finance CEO and Minister of Finance.

ii. Public Finance Management Reforms & Finance Sector Coordination Division

- Monitor and review the implementation of the Finance Sector Plan (FSP) incorporating public financial management reforms through the Finance Sector Advisory Committee;
- Coordinate the annual sector review of the FSP in collaboration with sector agencies and development partners;
- Coordinate and monitor the implementation of policy actions under the Joint Policy Action Matrix (JPAM);
- Coordinate with key stakeholders and development partners on assessments of Government PFM systems and capacity needs.

iii. Legal Services Division

- Provide legal support and expertise to the Executive Management and the Ministry including the drafting and reviewing of laws and other legislative instruments;
- Ensure that legal advice to the Ministry of Finance CEO and Minister of Finance is of the highest quality, efficient and effective at all times;
- Facilitate preparation, review and clearance of legal documents relating to the Ministry.

V. HUMAN RESOURCE MANAGEMENT OVERVIEW

This section reports on the Ministry of Finance's staff employed in the financial year ending 30 June 2024. The following tables highlight various compositions of the Workforce.

Workforce Analysis

As of 30 June 2024, the Ministry's workforce of 234 employees demonstrated a near-equal gender distribution, with 49% males (116) and 51% females (118). Tables 1 and 2 indicate a near- equal gender distribution within the Ministry.

Table 1: Total Ministry Workforce Composition

Staff	Number	Percentage
Males	116	49%
Females	118	51%
Total	**234**	**100%**

The table below highlights gender representation in different roles, with females being more represented in senior and project roles, while males dominate support roles such as assistants, security, and cleaners.

Table 2: Gender Distribution per Employee Type

Employee Type	Males	Females	Total
Contract Employees			
Chief Executive Officer		1	1
Deputy CEO	2		2
Assistant CEO	4	12	16
Permanent Employees			
Principal Officers	11	18	29
Senior Officers	19	26	45
Officers	20	24	44
Assistants, Security & Cleaners	49	17	66
Project Employees			
Project Employees (GCF, CSSP, LEEP)	11	20	31
Total	**116**	**118**	**234**

Chart 1: Gender Representation across Different Roles

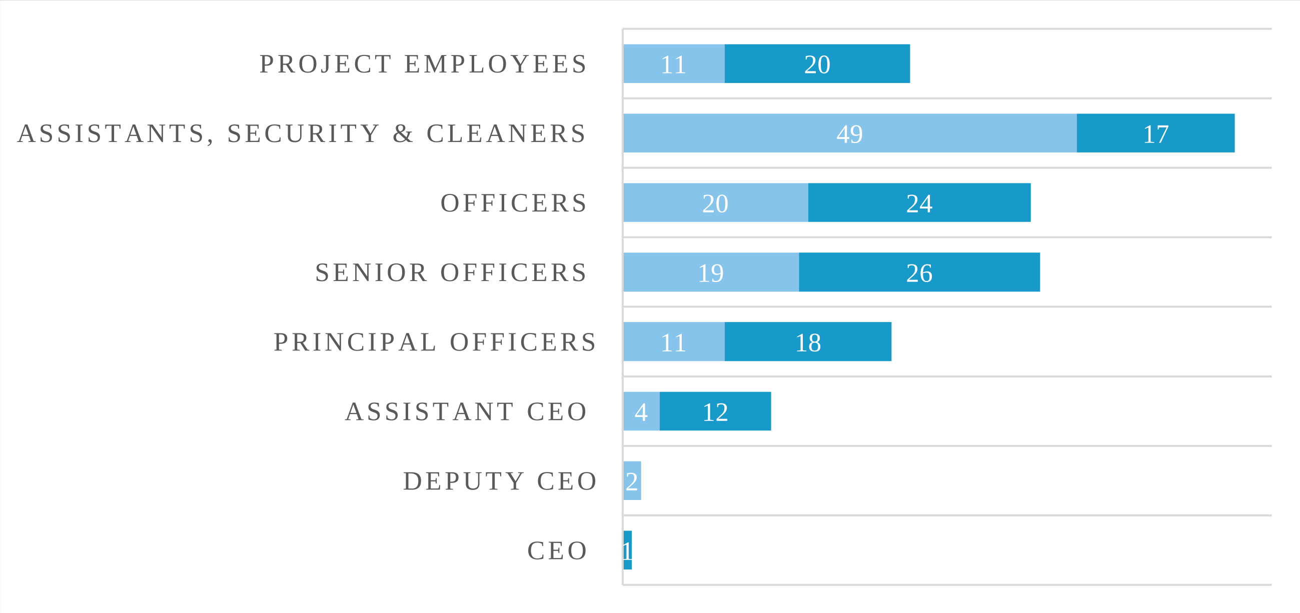


Table 3: Age Distribution Profile

Age Group	Number of Staff	% of Workforce
Between 20- 29	74	32%
Between 30-39	76	32%
Between 40- 49	45	19%
Between 50- 59	34	15%
Over 60 years	5	2%
Total	**234**	**100%**

Table 3 shows that most employees are between 20 and 39 years old, making up 64% of the workforce. Fewer employees are in the 40-49 and 50-59 age groups, and only a small percentage is over 60. Overall, the workforce is young, with most employees in the early to middle stages of their careers.

Table 4: Years of Service

Years of service	Males	Females	Total
30+ years	0	1	1
Between 25 – 29 years	1	1	2
Between 20 – 24 years	6	6	12
Between 15 – 19 years	3	4	7
Between 10 – 14 years	18	18	36
Between 5 – 9 years	16	18	34
Less than 5 years	72	70	142
Total	**116**	**118**	**234**

This table indicates that a significant portion of the workforce has relatively short years of service, with the majority having less than 5 years of experience.

Table 5: Recruitment and Selection

The Recruitment and Selection Process includes two types of appointments: 76% were entry-level roles like assistants and security staff,
19% were promotions to higher positions such as senior accounts officer to accountant.

Types of Appointment	Males	Females	Total	%
New Appointments	5	11	16	76%
Promotion	3	1	4	19%

Table 6: Resignation

Gender	Resignations
Males	11
Females	4
Total	**15**

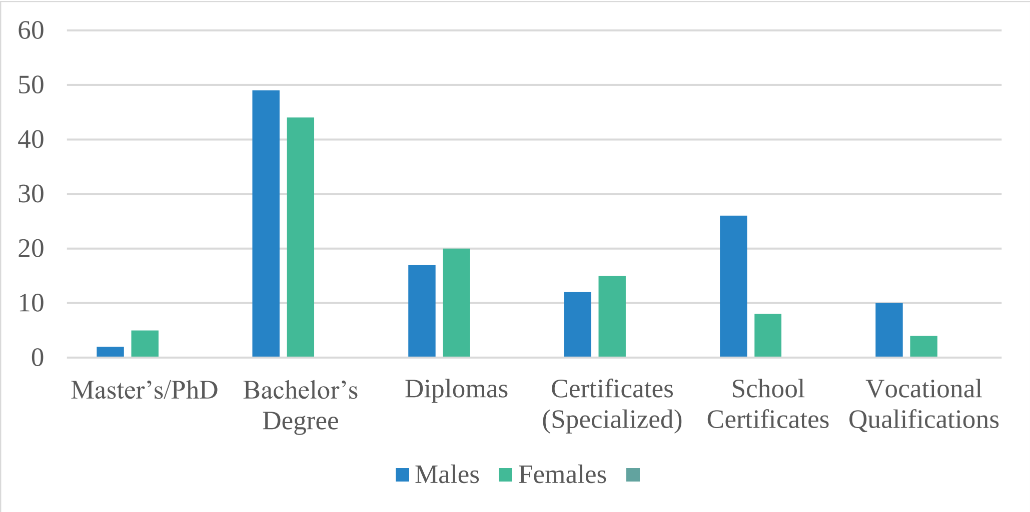
The data in Table 6 shows that male staff account for 73% of resignations, while females make up 27%. The primary reason for resignation is staff migrating overseas for seasonal work and the New Zealand Quota, with a few others transitioning to different Government Ministries and the private sector jobs as well as overseas postings.

Table 7: Qualification Profile

Degree	Male	Female	Total	%	Analysis
Master's/PhD	2 (Master of Commerce, Leadership)	5 (Master of Commerce, Public Policy, Climate Change)	7	3%	Higher qualifications held mostly by females.
Bachelor's Degree	49 (mainly Bachelor of Commerce, Science, Arts)	44 (mainly Bachelor of Commerce, Arts, Public Policy, Law)	93	44%	Predominantly Bachelor of Commerce.
Diplomas	17 (e.g. Public Sector Management, Business, Tourism)	20 (e.g. Commerce, Accounting, Journalism, Leadership)	37	18%	Both genders have a variety of diplomas, with males more focused on Public Sector and Tourism, and females on Commerce and Accounting.
Certificates (Specialized)	15 (e.g. Security, Electrical, Plumbing)	15 (e.g. Secretarial Studies, Accounting, Computer Studies)	30	14%	Certificates in areas like Security, Electrical, and Leadership common for both genders. Males more focused on technical roles.
School Certificates	Majority in Security, Groundsmen, Cleaners, Lift Operators	Majority in Cleaners, Records Clerks	Varies (approx. 30+ males, 20+ females)	~25%	Secondary school qualifications are held mostly in operational roles, with males in technical roles and females in administrative/support roles.
Vocational Qualifications	10+ (e.g. Electrical, Plumbing, Carpentry)	5+ (e.g. Office Management, Tourism)	15+	~7.1%	Vocational certificates more common among males in technical roles

Table 7 above and Chart 2 below highlight the diverse educational backgrounds of the workforce, with a significant proportion holding Bachelor's degrees and secondary school qualifications, as well as a notable representation of vocational and specialized certifications amongst staff and casual employees.

Chart 2: Staff Qualification by Gender



Capacity Development

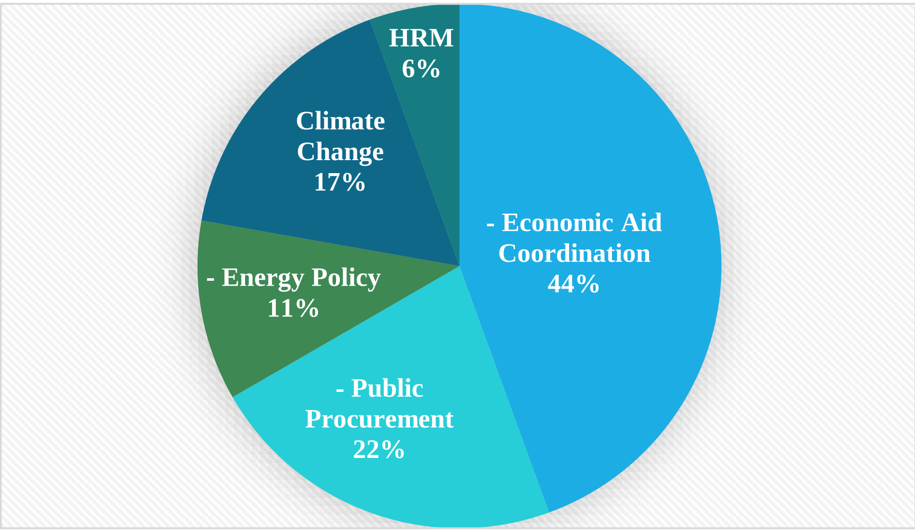
The Ministry is dedicated to enhancing professional development of staff by creating training programs that target skill gaps and limitations, ensuring staff acquire the essential skills and knowledge for their roles. Table 8 outlines the various types of training held both in Samoa and overseas, along with the number of attendees from MOF. This includes training sessions organized by the Ministry for its stakeholders, as well as those hosted by other Ministries that MOF staff participated in.

Table 8: Capacity Development Initiatives

Type of Training & Workshops	# of Staff Attended
Delivered by MOF for stakeholders (Procurement, Finance One, Budget, Accounts & Finance Reporting)	30
In House (Induction Program, Customer Services)	44
In Country (hosted by other Ministries, SOEs & Development partners)	25
Overseas	58

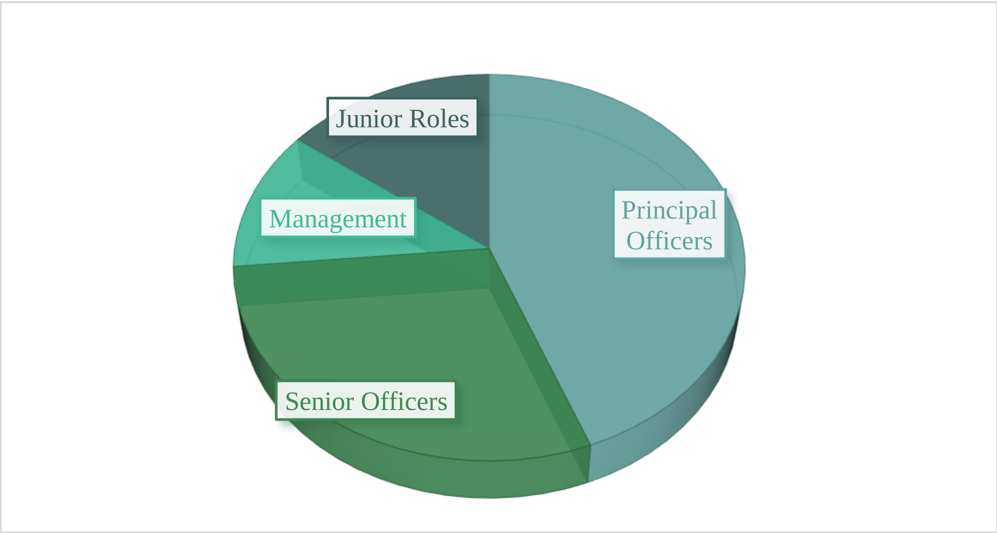
Chart 3 below provides an overview of staff development activities held overseas in terms of focal areas, with more than 40% of those training focus on economic development & aid coordination.

Chart 3: Focus Areas of Overseas Training & Workshops



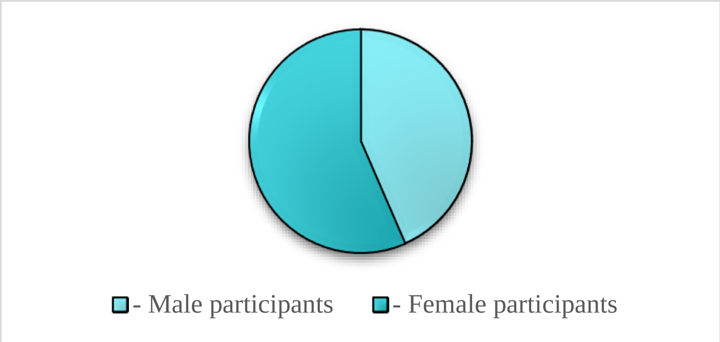
As illustrated in Chart 4, principal level and senior level staff benefited from most overseas training and workshops that took place during this financial year.

Chart 4: Employee Level Representation at Overseas Training



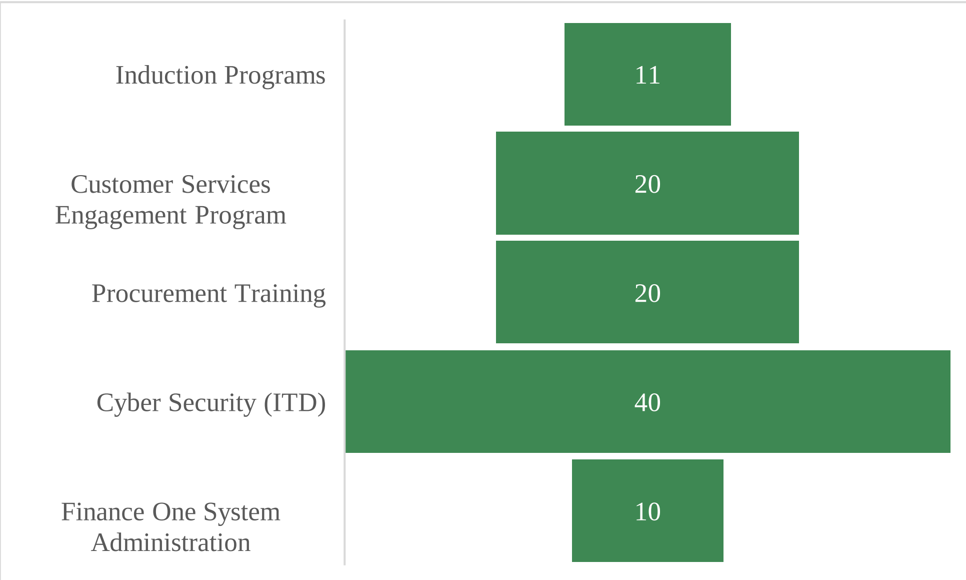
Gender Representation at Overseas Training shows that more females than males are participating in these opportunities as shown in Chart 5 below. This reflects a positive trend towards greater gender balance in professional development.

Chart 5: Gender Representation at Overseas Training



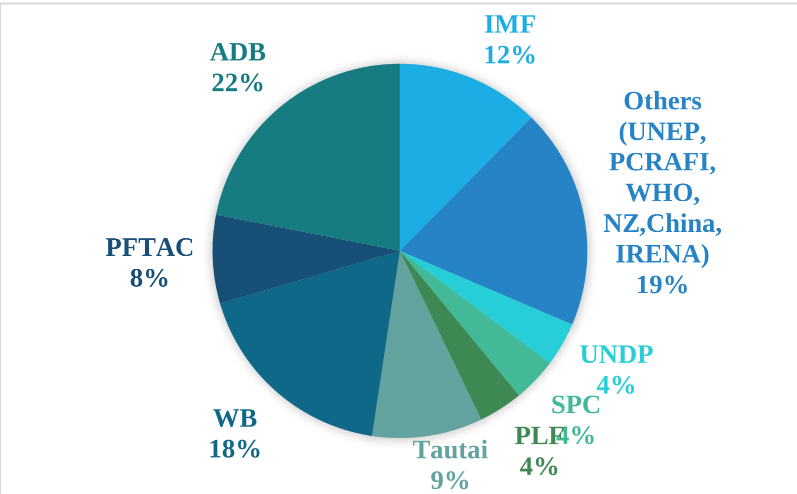
The higher representation of females highlights efforts to promote equal opportunities for both genders in career advancement and skill-building through international programs.

Chart 6: In-House Training



Staff have also actively participated in a range of local and internal training and workshops. These programs aim to raise awareness of processes, update policies, inform new staff, and share insights from training attended. Increased participation ensures staff stay updated on key policies, processes, and the roles within the Ministry.

Chart 7: Training Providers and Financiers



Overall, ADB and WB dominated the training providers landscape, providing the majority of capacity development opportunities, while the other organisations made targeted but limited contributions. These training providers helped enhance staff capabilities in various areas including economic aid, procurement, energy policy, climate change, and public financial management.

Management Official Travels

In addition to capacity development initiatives at various staff levels, the CEO and Management attended and or accompanied the Minister of Finance to numerous regional and international meetings/conferences including;

1) The Forum Economic Ministers Meeting (FEMM) in Suva, Fiji on 7-10 August 2023; where the DCEO Operations & ACEO – Public Finance Management Reforms/Sector Coordination accompanied the former Minister of Finance, Hon Mulipola Anarosa Ale Molioo.
2) The Asian Infrastructure Investment Bank (AIIB) Annual Meeting in 24-27 September 2023, Sharm El Sheikh Egypt, being Samoa's first delegation following the Covid-19 period. The former Minister of Finance was accompanied by the CEO and ACEO Aid Coordination & Debt Management, being her final annual meeting attendance before the Cabinet reshuffle.
3) A conference on International Financial Reporting Standards (IFRS) and Environmental, Social and Governance (ESG) took place in Suva, Fiji, from September 11 to 14 2023, attended by the ACEO for Accounts and Financial Reporting.
4) The World Bank/International Monetary Fund Annual Meetings in Marrakech, Morocco from 9-15 October 2023, was the new Minister of Finance's first international engagement. He was accompanied by the CEO, ACEO ACDM and the ACEO Legal Services of the Ministry of Finance as well as Governor and officials of the Central Bank of Samoa.
5) Pacific Labour Mobility Annual Meeting (PLMAM) 2023 held in Port Vila, Vanuatu, from 20-24 November 2023, was attended by the DCEO Policy and ACEO LEEP. The discussions on labour mobility frameworks provided the Ministry with insights into the economic impacts of remittances from Samoan workers abroad.
6) Asian Think Tank Development Forum from 26-28 September 2023 in Suva, Fiji, was attended by the ACEO Legal Officer. The insights gained were essential for the Ministry of Finance in devising innovative solutions for regional economic challenges that impact the Pacific region inclusive of Samoa.
7) Asia Pacific Social Protection Week 2023 held in Manila, Philippines on 26 -28 September 2023, was attended by ACEO Economic Planning and Policy Division and ACEO Public Finance Management. Social protection policies were addressed and provided valuable

information for the Ministry of Finance to develop inclusive policies that support vulnerable populations in Samoa, ensuring no one is left behind in the nation's development.

8) 7th Regional Conference of Heads of Planning and Statistics took place from 3-6 October 2023, in Noumea, New Caledonia, was attended by the DCEO Policy. The focus on statistical development and planning was essential for improving data-driven decision-making within the Ministry of Finance, enabling effective economic policy formulation that directly impacts Samoa's developmental trajectory.
9) The 2023 GPEDC Training Program in Indonesia from November 29 to December 1 2023, was attended by ACEO Aid Coordination and Debt Management Division. Focusing on effective development cooperation, this program equipped Ministry representatives with strategies to enhance aid effectiveness and align international assistance with national priorities, critical for Samoa's development.
10) The 7th Asia Pacific Population Conference (APPC) held in Bangkok Thailand from 15-17 November 2023 was attended by the Associate Minister of Finance accompanied by the ACEO EPPD.
11) The COP28 in Dubai from 24 November to 12 December, 2023 was attended by the ACEO for Climate Resilient Investment Coordination as part of Samoa's delegation, contributing to critical climate change discussions.
12) At the Asian Development Bank (ADB) Annual Meeting in Tbilisi, Georgia from 2-5 May 2024, the Minister of Finance chaired the Pacific Development Member Countries' Meeting while the CEO was a panel member on the Institution's development effectiveness event – "ADB, From Vision to Results". The delegation included Ministry of Finance and Central Bank of Samoa officials.
13) The Annual Meeting of the Green Climate Fund (GCF) was held at Headquarter in Korea from 7-11 August 2023. The Deputy CEO Policy and ACEO Climate Resilience Investment Coordination Division, joined representatives from the Ministry of Foreign Affairs and Trade as Samoa's delegation to this annual event.
14) On 1-2 February 2024, DCEO Operations represented Samoa in the 3rd Ministerial Meeting for European Union and Pacific Region held in Brussels. This meeting aimed to strengthen ties between the EU and Pacific nations, providing critical opportunities for negotiating favourable trade agreements and securing development assistance, both essential for Samoa's economic growth.
15) The Minister of Finance was accompanied by the CEO Ministry of Finance, the Governor of the Central Bank and official at the IMF High Level Talks held in Nadi, Fiji from 26-27 February 2024. The meeting focussed on economic issues affecting the Pacific countries,

discussed in six sessions. In addition, the 30th anniversary of the Pacific Financial & Technical Assistance Centre (PFTAC) was celebrated.

16) The CEO and ACEO ACDM were invited by the Australian Government on a Special Visit Program to Canberra from 5-6 March 2024 where they held meetings with the Secretary Finance, Finance Department and Chief Economist at the Department of Foreign Affairs & Trade. Later, they joined the CEO Ministry of Foreign Affairs & Trade, ACEO Bilateral Relations, the Samoa High Commissioner to Australia, the CEO Ministry of the Prime Minister & Cabinet, and the Police Commissioner, for the annual Samoa - Australia Bilateral Talks in Canberra from 7-8 March 2024.

17) From 1-4 April 2024, in Phnom Penh, Cambodia, the Minister of Finance and DCEO Policy participated in the Climate Investment Funds (CIF) Asia-Pacific Knowledge Exchange on climate finance solutions. The event was vital for developing financing strategies that address climate vulnerabilities in Samoa, reinforcing the Ministry's commitment to sustainable development.

18) Atoa o Samoa Executive Meeting held 8-10 May 2024 in American Samoa, was attended by DCEO Policy as the Acting CEO at the time. Discussions on governance and economic collaborations amongst the two Samoan entities enhance cooperative strategies for resource management and economic development, ultimately benefiting both countries.

19) The ACEO Accounts & Financial Reporting attended as the CEO's representative on Samoa's delegation visit to the Commonwealth Secretariat in London, UK from 15-19 April 2024 for updates on Samoa's preparations for the 2024 CHOGM.

20) The ACEO IAID represented the CEO as a council member on the University of the South Pacific Council Meeting held in Port Vila, Vanuatu, from 29-30 April 2024. As Samoa's representative on the Audit Committees of the Pacific Islands Forum Secretariat (PIFS), the South Pacific Environmental Program (SPREP) and the Forum Fisheries Association (FFA), the ACEO IAID also attended the FFA's audit committee meeting in Nauru from 3-4 May, 2024.

21) The ACEO Public Finance Management Reforms/Sector Coordination attended the PFTAC Steering Committee Meeting in Nukualofa, Tonga via zoom link in late May 2024 (given budget preparation commitments). She was able to confirm Samoa's offer to host the 2025 PFTAC Steering Committee Meeting.

22) The Regional Capacity-Building Workshop on Delivering Climate Change Solutions for the Pacific Islands Developing Member Countries was held from 25 - 28 June, 2024, in Sydney, Australia. ACEO Assets Management lead Samoa's delegation, emphasizing the Ministry's

commitment to enhancing resilience and integrating climate strategies into national development planning.

Hon Lautimuia Uelese Vaai, Minister of Finance and Governor for Samoa to the World Bank Group and the International Monetary Fund Board of Governors led Samoa’s delegation to the Annual Meetings, held at Marrakech, Morocco from the 9 – 15 October 2023

Asian Infrastructure Investment Bank, Annual Meeting 2023, Sharma El Sheikh, Egypt, 25-26 September 2023.

Samoa Delegation at the 57th Asian Development Bank Annual Meeting, Tbilisi Georgia 2 – 5 May 2024

The CEO & ACEO ACDM as part of Samoa's delegation to the Australia Bilateral Talks 2024 (Canberra, Australia 6 March 2024)

VI. PERFORMANCE REVIEW

A. MINISTRY OF FINANCE'S BUDGET OUTTURN

STATEMENT OF MINISTRY RECEIPTS BY REPORTING CATEGORY AND EXPENDITURE BY OUTPUT
APPROPRIATION ACCOUNT
for the financial year ended 30 June 2024

FINANCE	Notes	2024 $	Original Estimate $	Final Estimate $	(Over)/Under $	2023 $
RECEIPTS						
Ordinary Receipts						
Taxation						
Duties		31,520,136	25,834,805	25,834,805	(5,685,332)	18,989,055
Capital Receipts						
Sales & Capital Receipts		771,098	0	0	(771,098)	880,493
On-lending Receipts						
On-lending Repayments		26,786,484	2,000,000	20,559,737	(6,226,747)	1,946,681
Income from Investments						
Income from Investments		26,989,832	3,843,634	8,754,657	(18,235,175)	4,629,782
Other Revenues						
Fees & Other Charges		9,027,526	9,758,708	9,758,708	731,182	9,442,235
		95,095,076	41,437,147	64,907,907	(30,187,170)	35,888,246
External Receipts						

Budget Support						
Budget Support		30,000,000	30,000,000	30,000,000	0	19,999,998
Aid Funds		119,153,474	110,964,718	110,964,718	(8,188,756)	141,278,872
		149,153,474	140,964,718	140,964,718	(8,188,756)	161,278,870
Fees & Other Charges - Regulator		3,786,289	4,327,725	4,327,725	541,436	3,620,989
Safety & Security Levy (Government of Samoa)		163,662	1,100,000	1,100,000	936,338	996,503
TOTAL RECEIPTS		244,412,213	183,501,865	206,972,625	(37,439,588)	198,163,619
PAYMENTS						
Outputs						
1.0 Policy Assessment & Advice to Cabinet		1,304,856	1,370,457	1,370,457	65,601	973,023
2.0 Ministerial Support		622,909	724,067	724,067	101,158	507,650
3.0 Administration of Fiscal Policy & Budget Reforms		1,329,035	1,348,358	1,348,358	19,324	1,237,650
4.0 Internal Auditing and Investigation Services		592,026	623,026	623,025	31,000	620,242
5.0 Economic Planning and Policy		805,189	822,635	822,635	17,446	795,771
6.0 Accounting Services & Financial Reporting		1,965,643	1,979,891	1,979,891	14,248	2,125,670
7.0 Government Assets Management (formerly known as Management of Government Buildings)	*4.1*	7,717,024	8,869,494	8,869,494	1,152,470	5,944,388
8.0 Information Technology Advice and Services		448,060	500,229	500,229	52,170	519,287
9.0 Climate Resilience Investment & Coordination (Formerly Output 16)		225,198	256,529	256,529	31,331	283,645
10.0 Aid Coordination & Loan Management		853,789	780,796	861,231	7,442	865,556
11.0 Financial & Legal Services		161,422	224,495	224,495	63,072	241,770
12.0 Procurement Monitoring Services		324,070	331,349	331,349	7,279	333,615
13.0 Finance One System Support Services		292,415	292,856	292,856	440	276,205
14.0 Energy Policy and Coordination Division		523,047	586,161	586,161	63,115	553,953
15.0 Public Finance Management and Finance Sector Coordination		292,873	300,001	300,001	7,128	291,220

	Notes	2024	Original Estimate	Final Estimate	(Over)/Under	2023
Total Outputs		17,457,554	19,010,344	19,090,779	1,633,225	15,569,646
Transactions on Behalf of State						
Membership Fees						
African Caribbean and Pacific Secretariat		50,000	50,000	50,000	0	0
ADB/World Bank Capital Increases		326,681	320,000	320,000	(6,681)	4,925,403
AIIB Membership		0	0	0	0	54
		376,681	370,000	370,000	(6,681)	4,925,457

FINANCE	*Notes*	**2024** $	Original Estimate $	Final Estimate $	(Over)/Under $	2023 $
Counterpart Costs to Development Projects						
OPEC/Petroleum Tank Farm		479,531	480,063	480,063	532	512,111
Civil Society Support Programme		387,529	525,947	525,947	138,418	444,282
Contribution to PFTAC		90,000	90,000	90,000	0	0
Private Sector Agri-Business Project		40,971	150,000	150,000	109,029	142,690
PCRAFI - Pacific Disaster Risk Insurance Premium		250,000	250,000	250,000	(0)	250,000
Samoa Connectivity Project		0	0	0	0	49,900
NUS Learning Facilities - JICA		0	200,000	100,000	100,000	0
VAGST Component for the SPCRP		18,862	200,000	200,000	181,138	0
Maintenance Fees for the Commonwealth Secretariat Debt Management System		0	0	0	0	47,357
Enhanced Road Access Project		0	0	0	0	36,048
UNFPA Multi Agreement: MWCSD, MOH & SBS		2,435	50,000	100,000	97,565	48,136
Vehicle Loan Scheme (Overseas Missions)		0	50,000	50,000	50,000	0
Chinese Assistance - Samoa Police Academy		0	0	0	0	22,787
JICA Commissions		2,410	10,000	10,000	7,590	5,119
Land Transport Sector Development Project - ADB		420,720	200,000	150,000	(270,720)	0
Samoa Ports Development Project		1,762,542	3,000,000	3,000,000	1,237,458	1,117,735
GCF - Lelata Bridge land compensation		0	0	0	0	1,176,490

Samoa Climate Resilient Transport Project (SCRTP)		41,774	80,000	80,000	38,226	53,171
		3,496,774	5,286,010	5,186,010	1,689,236	3,905,826
Government Policies / Initiatives						
Government Bowser		3,000,000	3,000,000	3,000,000	0	2,650,000
Insurance on Government Assets		1,938,088	1,938,088	1,938,088	(0)	4,201,551
Computer Software Licenses		669,425	797,790	797,790	128,365	581,888
Network Fees and Maintenance		363,934	410,000	410,000	46,066	409,977
Directors Institute		50,000	50,000	50,000	0	50,000
NUS Scholarship Program		60,360	200,000	200,000	139,640	232,512
NEOC Operation		0	500,000	500,000	500,000	68,116
Concessional Lending for Recovery (DBS)		3,000,000	3,000,000	3,000,000	0	5,000,000
Disability Benefit Package		2,266,900	2,000,000	2,000,000	(266,900)	2,501,200
Samoa Airport Authority - Ground Handling		1,100,000	1,100,000	1,100,000	0	1,000,000
GoA SPCRP - Phase II LA Office		43,478	150,000	50,000	6,522	0
ADB Central Cross Island Road Upgrade Project		918,601	1,000,000	850,000	(68,601)	207,106
Shelter Hygiene Facilities		500,000	500,000	500,000	0	500,000
Senior Citizens Pension Scheme		33,388,308	33,388,308	33,388,308	0	35,014,308
VAGST on Aid and Loan Funded Projects		5,440,000	5,440,000	5,440,000	(0)	7,422,877
Import Duty on Aid and Loan Funded Projects		3,500,000	3,500,000	3,500,000	0	4,486,037
Preparation for CHOGM	*4.2*	7,734,410	20,000,000	20,000,000	12,265,590	0
Forensic Audit of Specific Projects	*4.3*	142,479	1,000,000	1,000,000	857,521	1,752
Labour Employment Export Program (from MCIL)		152,957	0	323,088	170,131	0
		64,268,939	77,974,186	78,047,274	13,778,335	64,327,324
Rents & Leases						
Rents and Leases - CBS		1,276,543	1,276,543	1,276,543	(0)	1,004,842
Rents & Leases - Mangere		2,130,000	2,200,000	2,200,000	70,000	1,876,667
Wellington Chancery Lease		1,991,187	1,999,000	1,999,000	7,813	0
Canberra Financing Lease		1,056,952	1,056,953	1,056,953	1	1,145,033
Otahuhu Lease		498,242	498,240	498,240	(2)	539,761
		6,952,924	7,030,736	7,030,736	77,812	4,566,302
Capital Injections						

Development Bank of Samoa (International Banks)	0	0	0	0	1,000,000
Samoa Trust Estates Corporation	500,000	500,000	500,000	0	1,000,000
	500,000	500,000	500,000	0	2,000,000
VAGST Output Tax	1,533,001	4,300,032	4,312,097	2,779,096	1,240,324
Total Transactions on Behalf of State	77,128,320	95,460,964	95,446,118	18,317,798	80,965,232
TOTAL PAYMENTS - FINANCE	94,585,873	114,471,308	114,536,897	19,951,023	96,534,879
RECEIPTS OVER PAYMENTS	149,826,339	69,030,557	92,435,728	(57,390,611)	101,628,741

GOVERNMENT DEVELOPMENT PROJECTS

		2024	**Original Estimate**	**Receipts**	**Payments**	**Opening Balance**
		$	**$**	**$**	**$**	**$**
Grants - GDP						
Samoa Australia partnership (AusAid)		2,271,201	0	769,732	0	1,501,469
Civil Society Support Programme Phase II (Aust/EU)		(2,260)	0	255,200	257,460	0
Samoa Tourism Support Programme (NZ Aid)		83,699	0	559	0	83,140
Energy Bill and Sustainable Bioenergy Samoa (Other)		24,546	0	1,056	0	23,491
Samoa Agri-Business Support Project (ADB)		(376,725)	350,000	60,356	500,871	63,790
Samoa Connectivity/Samoa Submarine Cable Project (Other)		908,330	0	14,795	0	893,535
Samoa Tourism Growth Partnership Program (NZ Aid)	*5*	294,894	0	52,432	472,169	714,631
Incentivising Business Establishment at Vaitele (NZ Aid)	*5*	199,696	0	5,376	2,305	196,625
Integrated Flood Management to Enhance Climate Resilience of the Vaisigano River (Green Climate Fund) (UNDP)	*6*	3,177,080	0	6,607,759	3,927,152	501,473
Samoa Population Action Plan (SPAP Project)		77,279	87,650	205,000	157,358	29,637
Assistance to Support the Labour Mobility Unit of Samoa (AusAid)	*6*	25,099	0	142,550	119,364	1,922
CSSP- EU		114,502	0	257,451	241,587	98,638

CSSP- GCF Enhanced Climate Resilience of the Vaisigano Project UNDP		527,451	0	33,200	2,179,037	2,673,288
CSSP Phase 2- DFAT		12	0	0	5,063	5,075
11th EDF Technical Cooperation Facility (TCF) EU		723,131	0	0	60	723,191
Imprest Account for Agribusiness Support Project (DFAT Fund)		(11,860)	0	72	0	(11,932)
Providing Firefighting equipment to SFESA Project (JapAid)	*5*	(29,330)	0	0	58,578	29,247
Samoa Tourism Recovery & Resilience Program (NZAid)		4,102,268	3,030,456	4,078,916	1,266,641	1,289,993
Building Forward Better by Safeguarding Natural Capital and Ecosystems Services Project (UNESCO)	*5*	(8,355)	0	200,876	294,439	85,208
SDG Financing - Component 1 (UNDP)		(1,110)	0	0	8,864	7,754
Savalalo Market Rebuild Project (NZAid)	*5*	15,396,946	6,734,347	18,123,664	2,726,718	0
Samoa Climate Finance Partnership (NZAid)		13,212,014	0	17,298,415	4,086,402	0
Loss and Damage Fund (NZAid)		3,343,920	0	3,343,920	0	0
UNICEF Social Policy Work plan 2023-2024	*e*	0	26,000	0	0	0
US Treaty on Economic Development Fund	*e*	0	1,363,996			
PRC Samoa's COVID19 Prevention and Preparation (Chinese Aid)	*a*	643,479	0	0	0	643,479
Samoa Tourism Growth Partnership- PHASE 2 (NZAid)	*5+b*	1,780,487	0	0	0	1,780,487
APDRF COVID19 Emergency Response Project (ADB)	*b*	60,680	0	0	0	60,680
Chinese Miscellaneous Assistance (Chinese Aid)	*h*	703,896	0	0	0	703,896
		47,240,970	11,592,449	51,451,328	16,304,066	12,098,715
Loans - GDP						
Petroleum Storage Facility Project - Phase IV (Other)		(2,808,920)	0	0	1,522,300	(1,286,620)
		(2,808,920)	0	0	1,522,300	(1,286,620)
TOTAL GOVERNMENT DEVELOPMENT PROJECTS		44,432,050	11,592,449	51,451,328	17,826,366	10,812,095

Notes

[1] **Original Budget - Aid Funds (External Budget Support)**

Budget Support Funding from Foreign Aid as per Approved Estimates Book (page XIII)

[2] **Fees & Other Charges - Office of the Multi-Sector Regulator**

Telecommunication License Fees receipted by Ministry of Finance for Office of the Regulator are reported under Schedule 2.9 but exclusive of Ministry of Finance's Revenue Total.

3 **Safety & Security Levy (Government of Samoa)**

This account has been recorded on the Project Ledger for the purpose of accounting for Safety & Security Levies collected by Government of Samoa and is not included in Government Development Projects balance.

4 Unutilised funds from the below outputs have been transferred to Special Purpose Accounts reported under Schedule 12, to be utilised in new financial year 24/25.

4.1	Government Assets Management (formerly known as Management of Government Buildings)	
	FMFM ll Security Fence	200,000
4.2	Preparation for CHOGM	
	CHOGM	12,265,590.34
4.3	Forensic Audit of Specific Projects	
	Forensic Audit	857,521
		1,057,521

5 **Projects Implemented by SOEs**

These projects implemented by SOEs are reported under FI as their administrator (per Aid Coordination and Debt Management Unit advise)

6 Non-cash transactions are not reflected on this Statement but are reflected under Schedule 11.

7 Projects with third party payments transactions.

a No movements during current financial year 23/24

b No movements in the last 2 financial years

e Estimates declared in the Approved Main Estimates FY23/24 but no movements during financial year.

h No movements in the last 7 financial years

B. SUMMARY OF KEY PERFORMANCE INDICATORS ACHIEVED

OUTPUT #	OUTPUT NAME	BUDGET UTILISATION	TOTAL # OF KPIs	# OF KPIs ACHIEVED/ COMPLETED	% OF KPI ACHIEVED/ COMPLETED
1	Policy Assessment and Advice	95%	13	12	92%
2	Ministerial Support	86%	2	2	100%
3	Budget and Fiscal Policy	99%	6	5	83%
4	Internal Audit and Investigations	95%	9	8	89%
5	Economic Policy and Planning	98%	9	6	67%
6	Accounts and Financial Reporting	99%	5	4	80%
7	Government Assets Management	99%	6	4	67%
8	Information Technology Services	87%	8	8	100%
9	Climate Resilience Investments Coordination	90%	3	3	100%
10	Aid Coordination & Debt Management	88%	12	6	50%
11	Legal Services	99%	5	4	80%
12	Procurement Monitoring Services	98%	9	9	100%
13	Finance One System Support Services	100%	6	5	83%
14	Energy Policy Coordination	89%	9	9	100%
15	Public Finance Management Reforms & Finance Sector Coordination	98%	4	3	75%
TOTAL ACHIEVEMENTS [1]			**106**	**87**	**82%**

[1] Green in the matrix below represents 100% achievement and is recognized as ACHIEVED/COMPLETED in this table.

C. ACHIEVEMENT OF KEY PERFORMANCE INDICATORS

COMPLETED 100%	MOSTLY COMPLETED 80%	HALF COMPLETED 50%	PARTIALLY COMPLETED 30%	INCOMPLETE 0%

Output Performance Measures, Standards or Targets		
OUTPUT 1: Policy Assessment and Advice to Cabinet		
Performance Measure/Indicator	**Budget Standard or Target**	**Traffic Light Progress Indicator**
Date by which the Annual Report FY2223 is completed.	Nov 2023	Delay in the finalization of the Public Accounts FY2022/2023 require to complete the Annual Report FY2022/202, 3however the Annual Report was submitted to Cabinet in June 2024 within the financial year.
Date by which to table the new financial year's Main Estimates in line with the PFMA 2001	Main Estimates for the New Financial Year approved by Cabinet and tabled to Parliament before 31st May	Main Estimates FY2024/2025 were approved by Cabinet on May 17th 2024 and subsequently tabled in Parliament on May 28th 2024
Date by which the Annual Fiscal Strategy Statement is completed	May-24	The Fiscal Strategy FY2024/2025 was completed and tabled as part of the Main Estimates FY2024/25 before 28th May 2024
Date by which Public Accounts submitted to the Controller and Chief Auditor (legally required by 31 Oct).	Oct-23	The completed set of the Public Accounts FY2022/2023 was submitted to the Samoa Audit Office on the 8th May 2024, following MOF management review. (This internal process was introduced to ensure quality of the public accounts and compliance to the International Public Sector Accounting Standards (IPSAS) before submission to the Audit Office.) The actual delay was caused by the long-awaited completion of the audit of the Public Accounts FY2021/2022, which was submitted to Parliament 28th June 2024.
Percentage of new loans contracted and guarantees issued that comply with MTDS, procedures and guidelines for contracting new loans/issuance of guarantees	100%	No new loans were contracted and no new government guarantees were issued during the FY22/23, in accordance with the Medium-Term Debt Strategy

Date by which to complete draft Bills and other legislative instruments to implement proposed Government Estimates, and ongoing public finance management reforms.	Jun-24	First Supplementary Bill FY2023/2024 and Main Estimates Bill FY23/24 were completed and submitted for AG's clearance within budget preparation timeframes
Percentage of compliance level of Ministries and Corporations with the Procurement Guidelines / Processes.	95%	The overall compliance level of all procuring entities with the Government Procurement Procedures and Processes at the end of FY2023/24 stands at 96%.
Effective implementation of the Phase IV of PFM Reform Actions as per End of Sector Plan Outcome 1 and 4 of the Finance Sector Plan FY2021/22 - FY2025/26 - % of actions completed within FY2024	50%	ESPO 1 of the Finance Sector Plan FY2023-FY2027 has 25 actions and in FY2024, 16 actions were achieved. An estimated 60%
Percentage of Evidence of strengthened government capacity and coordination mechanism to mainstream climate resilience.	70%	All 14 sectors have mainstreamed Climate Resilience Strategies in their respective Sector Plans. On the implementation side, 71% of sectors (10 out of 14) have started implementing these Climate Resilience Strategies.
Date by which the Annual Report of the Government Audit Committee is submitted to governing stakeholders for endorsement	(September 2023) New Measure	The FY2022/2023 Annual Report of the Government Audit Committee was included in the Ministry of Finance's Annual Report for FY2022/2023, which was submitted to Cabinet in June 2024.
Percentage of Arrears aged more than one fiscal year	80% reduction (New Measure)	Achieved over an 80% reduction in arrears over more than one fiscal year
Timely clearance of current arrears upon receiving notice from MOF Accounts	within 3 months of notice from MOF Accounts (Baseline Measure)	All arrears owed to the Ministry of Finance were settled within a month
Percentage of Payments cleared	within 7 days of invoicing	90% of payments were cleared within 15 days in accordance with the Government payment policy.
Output Manager's Comments on Achievements Overall, the Executive has completed most of its KPIs, indicating a high level of achievement especially on timely delivery of the Main Estimates and Supplementary Budget Estimates as per mandated timeframes and compliance to procurement policies as well as debt management policies within Government.		
Output Manager's Comments on Challenges Challenges point toward delays caused by internal processes, auditing bottlenecks, and procedural challenges that have impacted timely submission of the Public Accounts and completion of the Annual Report.		

OUTPUT 2: Ministerial Support		
Performance Measure/Indicator	**Budget Standard or Target**	**Traffic Light Progress Indicator**
Percentage of requests received, administered and responded to through the Minister's office	100%	All requests received and processed through the Minister's office were handled efficiently and within the set timeframe
Level of Minister's satisfaction with quality and timeliness of policy advice	100%	Both the former and current Ministers were satisfied with the quality and timeliness of the policy advice
OUTPUT 3: Budget and Fiscal Policy		
Performance Measure/Indicator	**Budget Standard or Target**	**Traffic Light Progress Indicator**
Ensure the timely tabling of the new financial year's Main Estimates in line with the PFMA 2001	Main Estimates for the New Year approved by Cabinet and tabled to Parliament before 31 May	Main Estimates FY2024/2025 were approved by Cabinet on May 17th, 2024 and subsequently tabled in Parliament on May 28th 2024
Provision of timely advice to Cabinet on all Cabinet Submissions to inform decision making on potential financial and policy implications	100% of all requests for Treasury Reports received at the beginning of the week with complete supporting documentation are cleared back to line agencies before Friday	Treasury Reports were formulated and provided to line agencies for all Cabinet Submissions with complete and relevant supporting documentations within 2-4 working days for travel mostly and more than 2 weeks for policy related matters.
Ensure that the Hon. Minister of Finance and Cabinet are informed of the progress of the Budget Execution throughout the year	Use the Quarterly Reports produced by the Accounts to prepare Cabinet Information Papers advising on the progress of the Estimates for each quarter to be submitted by the end of the second month of the following quarter.	The Fourth Quarterly Review of FY2022/23 was submitted and approved by Cabinet in August 2023. First Quarterly Report of the FY2023/24 was submitted on the 30th of November 2023 while, the Second and Third Quarterly Reports of the fiscal year were simultaneously submitted to Cabinet on the 10th of June 2024.
Ensure sufficient revenue through the introduction of measures to facilitate Ministry expenditures for the new financial year.	At least ONE revenue item reviewed to facilitate revenue growth in the new financial year;	The NRB reviewed and recommended for Cabinet's approval the proposed fees and charges including Type Approval Fees for new Telecommunication & Technological Equipment (OoTR), Fees for temporary labour migration (LEEP fees - MOF), Hireage fees for the Fale Samoa in New Zealand (MOF) as well as the revision of Tariffs for International Services and Chartered Services

		(SSC), and the 30% rebate for the Filming of Survivor in Samoa (STA).
Ensure an informed public on the priorities of the Government as stipulated within the Main Estimates	Quarterly dialogues with the Chamber of Commerce. An Information Pamphlet to be prepared and released following the tabling of the Estimates to provide an overview of the key components of the budget along with FAQs.	One dialogue was done with the Chamber of Commerce (COC) in early May 2023 before the draft budget was tabled with Cabinet. Similarly, an information session was done on the budget parameters with SUNGO prior to tabling the draft budget with Cabinet. Due to resource constraints, no information pamphlets were generated other than the Budget booklet and Budget Address highlighting all the key components of budget and government priorities. These were made publicly available, following approval of the Budget by Parliament.
Ensure prudent financial management through close monitoring of agency spending throughout the financial year by ensuring (1) Virements maintained within 20% of approved provision; and (2) Minimal overspending noted for natural accounts and budget categories.	No Ministry requests for Operational and Personnel funding in any Supplementary; Variances between Approved and Revised Estimates are kept to a minimum of 5% for each Ministry; Actual Spending for all Ministries are above 85% per annum.	The approved Personnel and Operational funding requests in the Supplementary budget resulted from unforeseen Cabinet reshuffle and Government agencies restructures. This led to variances of less than 5% between Approved and Revised Estimates for affected ministries, including a 1.4% budget reduction for MCIL, a 0.2% increase for MEC, a 0.06% increase for MOF, a 3.3% increase for MFAT, a 7.8% increase for MPMC, and a 1.5% increase for MPE. All ministries expended over 85% of their total appropriations, except for the Office of the Attorney General, which recorded 71% utilization due to uncontrollable recruitment challenges. Overall, the ministries achieved a 90% utilization rate of the total budget estimates.
Output Manager's Comments on Achievements The division successfully met most of its KPIs by completing budgetary processes on time, maintaining transparent reporting, and implementing and reviewing revenue-raising initiatives submitted to the National Revenue Board. Rigorous monitoring of ministry spending and adherence to fiscal limits highlighted strong financial management practices throughout the year.		
Output Manager's Comments on Challenges		

Staff turnover during the budget preparation phase resulted in temporary staffing shortages, placing additional workload pressures on existing staff. As new employees were recruited, many entering the public sector for the first time, a focused effort on training and capacity-building was crucial to equip them with the necessary skills and knowledge for their roles.		
OUTPUT 4: Internal Audit and Investigation Services		
Performance Measure/Indicator	**Budget Standard or Target**	**Traffic Light Progress Indicator**
Date by which the report of MOF's Annual Risk Assessment is completed	March 2024	MOF's Annual Risk Assessment completed as scheduled
Date by which the report of the Cross Government Annual Risk Assessment is completed and submitted to the Government Audit Committee	May 2024	Cross Government Annual Risk Assessment completed as scheduled
Percentage of completed investigations into irregularities receipted *up to* 30 June 2023 (FY2022/2023)	80%	Completed 80% of investigations into irregularities reported by 30 June 2023. However, 20% of these were delayed due to challenges in evidence collection, assessment and reporting.
Percentage of completed investigations into irregularities receipted *within* 2023/2024 (July 23 to June 24).	50%	Completed 50% of investigations into irregularities reported within financial year 2023/2024.
Date by which the annual report on progress/implementation of Annual Internal Audit Work Plan for MOF FY2022/2023 is completed	Sept 2023	Completed the annual report on progress of the AIAWP for MOF FY2022/2023 within the timeframe.
Date by which the annual report on the progress/implementation of Cross Government Annual Internal Audit Work Plan for FY 2022/2023 is completed	October 2023	The annual report on progress of the Cross Government Annual Internal Audit Work Plan (AIAWP) for FY22/23 was completed within the targeted timeframe. However, the final submission of the Cross Government AIAWP, which was included in the MOF Annual Report for FY22/23, was delayed and submitted to Cabinet in June 2024
Date by which the Annual Internal Audit Work Plan Across Government for FY2024/25 is endorsed by the Audit Committee	June 2024	The AIAWP Across Government for FY24/25 was completed and endorsed by the Government Audit Committee during their meeting on 13th June 2024 and within the targeted timeframe.
Annual report of the Internal Audit Forum activities completed and submitted to the Audit Committee	August 2023	The annual report of the Internal Audit Forum activities for FY22/23 was completed within the timeframe.

Date by which a follow-up review of the Investigation function is completed	Jun-24	The Investigations Manual (include investigation function) was reviewed by the PFM Technical Advisor and completed on 14th March 2024.

Output Manager's Comments on Achievements

The IAID met key targets for the year, including achieving the 50% goal for auditing high-risk components identified in the Cross Government Annual Risk Assessment. The Risk-Based Audit of Procurement was completed, and 77% of investigations into irregularities were finalized, exceeding the target of 60%. All planned internal audit training sessions were delivered, contributing to improved audit capacity across the Government. Low-risk irregularities were processed within the target timeframe of 8 working days, reflecting steady operational performance. The review and finalization of the Investigation Manual also marked progress toward standardizing investigation processes.

Output Manager's Comments on Challenges

Several challenges were encountered throughout the year, including limited resources (disestablished position) and ad hoc investigations involving public monies within government agencies and the District Development Program. However, we managed to complete our annual work plan and achieved our KPIs. This was made possible through prioritisation, resource reallocation, dedicated overtime efforts and strong team commitment.

OUTPUT 5: Economic Policy & Planning Services

Performance Measure/Indicator	Budget Standard or Target	Traffic Light Progress Indicator
Timely provision of Reports from the Samoa Economic & Revenue Forecasting (SERF) Model.	3 SERF Reports produced October 2023, January and April 2024)	The October 2023 SERF update was used to support supplementary budget preparations. The January 2024 update provided data for the IMF Staff Visit (February 19-23), and the third update in April 2024 assisted in the preparation of the Fiscal Strategy FY2024/25.
Date by which the annual Fiscal Strategy Statement is finalised	May-24	The Fiscal Strategy FY2024/25 was completed before end of May 2024.
Percentage of Quarterly Economic Review Reports completed and published by 4 months after a Quarter	100%	Quarterly Economic Reviews were compiled as scheduled but publication was delayed due to awaiting SBS release. This was the case for the first three QERs. The fourth QER was delayed as it required consultations to revise the outturn. 2023 June QER – 02 November 2023 2023 September QER- 20 January 2024 2023 December QER- 05 May 2024 2024 March QER- 22 August 2024
Date by which update and review of the PSIP is completed	September 2023	The update of the PSIP was featured in the Fiscal Strategy FY2024/25.
Provision of Efficient and Effective Secretariat Action to the Cabinet Development Committee, Sector Coordinators Forum, Macro Economic Policy & Forecasting Committee and the Investment Committee:	100%	1. Five (5) CDC meetings conducted; 2. Four (4) SCMs conducted; 3. Six (6) IC meetings conducted 4. One CDC site visit conducted within the financial year.

Meeting Papers to be circulated 2 days before meetings; Conveyances to be conducted within 5 working days; Cabinet Submissions to be submitted within 5 working days; Minutes to be circulated within 2 weeks after meeting. Satisfactory Coordination of CDC and IC site visits.		Meeting papers, conveyances, cabinet submissions and minutes were prepared and circulated on time.
Provision of quality advice to the Cabinet Development Committee and the Investment Committee	New Measure	1. CDC appraisal – 7 submissions appraised and approved by CDC in FY23/24 (appraisal process included Cost Benefit Analysis). 2. IC appraisal - Site Visit conducted at the project site as part of the secretariat review. A total of 8 submissions were received, with 4 approved.
Date by which the review and update of the Sector Planning Manual is completed	New Measure	Review of the Sector Planning Manual is work in progress.
Date by which the review and update of the Project Planning Manual is completed	New Measure	Review of the Project Planning and Programming Manual is work in progress
Date by which the Public Sector Investment Program (PSIP) is updated	New Measure	Updated Public Sector Investment Program is work in progress

Output Manager's Comments on Achievements

As part of ongoing efforts to improve the quality of advice provided through EPPD, timely updates of the SERF and QER have been prioritised which have facilitated the preparation of the annual Fiscal Strategy. The incorporation of Cost Benefit Analysis for CDC appraisals has elevated the quality of analysis and reflective of increased staff capacity from TA support. FY2023/24 also saw the division lead the development and successful completion of the MEL Framework for the PDS and the National Planning Framework. This further strengthened our advice and support provided to sectors and ensures alignment and understanding of national planning processes.

The team led and co-hosted the PFTAC Regional Workshop on Public Investment Management which brought participants from around the Pacific and locally, to learn and develop skills in the sound management of infrastructure investments. The success of this event was evident in participants sharing increased knowledge of project planning processes and ensuring alignment of public investments to national priorities and budgetary allocations.

Output Manager's Comments on Challenges

Challenges in staff turnover causing periods of staff shortage during the financial year impacted on completion of outstanding work not fully delivered by year end. With the eventual recruitment, majority of staff were new to the public service and fairly young thus requiring training and targeted capacity building.

OUTPUT 6: Accounting & Financial Reporting Services

Performance Measure/Indicator	Budget Standard or Target	Traffic Light Progress Indicator

Review and Update the Public Finance Management Act 2001, Treasury Instructions 2013 and Operating Manuals (Annually)	100%	The review of the Accounts Operating manuals and Treasury Instructions relevant sections have been completed. The review of the PFMA is referred to the MOF Legal Division
Date by which the Financial Statements is completed and disclosed in accordance with the PFM Act 2001 and International Public Sector Accounting Standards	Oct-23	The completed set of the Public Accounts 2022-2023 was submitted to the Samoa Audit Office on the 8th May 2024, following MOF management review. (This internal process was introduced to ensure minimal audit queries with an improved quality of the public accounts and compliance to the International Public Sector Accounting Standards (IPSAS) before submission to the Audit Office.) The actual delay was caused by the long-awaited completion of the audit of the Public Accounts 2021-2022 (submitted to Parliament on 28 June 2024).
Percentage of line ministries complied with Government payroll, accounts payable and accounts receivable requirements under the PFM Act 2001	95%	*Government Payroll* Daily administration, management and monitoring are on-going, to enforce internal controls and processes. Fortnightly payroll reconciliations for each line ministry were done to ensure Government employees details were updated and any amendments were posted accordingly. Compliance for payroll payments was strengthened with monthly pre-audit management letters from the Bank Order team. *Accounts Payables* Payment Policy and Arrears reports were issued on a quarterly basis (or as often as the Chief Accountants Forum meets) detailing each ministry's areas that need improvement and remedial actions to strengthen compliance and control of funds. The Soft Close process at the end of March 2024 assisted all line ministries to clear the unprocessed commitments. In doing so, allowed more funds/savings to be re-allocated for other activities during the last quarter of the financial year. This process has also assisted with the clearance of

		payment arrears. There was a huge improvement on the timely payment of suppliers as evident in less complains received by our team. Some delays were experienced given non-compliance of line ministries that caused queries from both the MOF and Audit Office. Suppliers Workshops were done for Upolu and Savaii earlier in the financial year (July and August 2023). This was to ensure the Suppliers (Private Sector) were well versed with the Government Procurement and Payment processes. Emphasis was on the importance of obtaining a Purchase Order (PO) before releasing of any goods or executing of any services. (The PO is the legal obligation that indicates the Government has approved funds to pay for the orders). This avenue also allowed MOF to hear Suppliers' grievances caused by the line ministries who tended to carry out orders without POs thus causing delays in processing of payments. Training sessions for the Finance One system were offered on a need basis, in collaboration with the System Support Division. Non-compliance issues for non-payroll payments were addressed once highlighted in the monthly pre-audit management letters from the Bank Order team. *Accounts Receivables* Debtors Aging reports were issued on a quarterly basis (or as often as the Chief Accountants Forum meet) detailing movements of clearance of outstanding debts. (Monitoring of these long outstanding debts are on-going. Reminder emails are sent out to line ministries to clear such outstanding debts as early as possible). Management of all Government bank accounts were done daily, through the online retrieval of bank statements and the bank reconciliations.

		Training sessions were conducted twice for the Finance One system especially for the Cashiers on the use of Online Receipting
Manage and monitor the overall cash flow position of Government through the Cash flow Management Committee	Daily/Fortnightly/Monthly	Cash Position was consolidated daily to ensure sufficient cash was readily available to meet the Government's daily expenses. (Consolidation of all bank account balances is part of the monitoring and management of cash, in collaboration with the daily bank reconciliations done by the Team Accounts Receivables). Cash Position was consolidated daily to ensure sufficient cash was readily available to meet the Government's daily expenses. (Consolidation of all bank account balances is part of the monitoring and management of cash, in collaboration with the daily bank reconciliations done by the Team Accounts Receivables). The Cash flow management function carried out by the Cash Management Technical Working Group (internal to MOF Divisions) who met to analyse the cash movements and cash forecasts for decision making of the Cashflow Management Committee (CMC). Quarterly Cashflow Management Reports, monthly updates and daily Cash Position Reports were produced for proper scrutiny of cash forecasts and cash management (whether the targeted revenue collections are met and the forecasted spending) are utilized accordingly by the CMC. Special Purpose Accounts were also monitored to ensure spending within the approved timeframes by the CMC.
Improve awareness and ensure compliance by line ministries of accounting of public financial management requirements through the Chief Accountants Forum Chief Accountants Forum •Meetings every 2 months OR Quarterly	Bi Monthly	CAF meetings were held 3 times during the year. Presentations were done by the following MOF Divisions and other line ministries; 1.Budget Division on KPIs 2.Internal Audit and Investigations Division on Audit Committee Charter and Internal Audit Charter

•Presentations done by MOF Divisions •Presentations done by Samoa Audit Office •Presentation done by Ministry of Customs and Revenue		3.Procurement Division on Contract Variations 4.Accounts and Financial Reporting Division on Soft Close and payment process 5.Economic Planning and Policy Division on CDC process 6.Aid Coordination and Debt Management Division on Project Management and payment processes 7.Asset Unit on the Write Off process 8.Ministry of Customs and Revenue on Withholding Tax (on sitting allowances etc) 9.Samoa Audit Office on payment noncompliance issues Continuous dialogues through telephone conversations, emails or letters were done to ensure improved compliance by line ministries. Continuous training was also offered as refresher courses on the Finance One system for all line ministries.

Output Manager's Comments on Achievements

We continued to strive to ensure compliance and adherence to the PFM Act, Treasury Instructions and other relevant policies by offering trainings to all line ministries, to uphold key controls in the management of public funds. The monthly management letters for pre audits by the Samoa Audit Office Bank Order team highlighted areas that require urgent attention by the division for both the non-payroll and payroll payments. The reduction in audit issues is an indication of improved controls and prudent management of the payment and payroll systems.

The management of the Government Cash flow included closely monitoring of cash flow data from various sources, a more accurate cash flow forecast. For optimal cash management, continuous follow ups on timely cash inflows (revenue collections) were done.
Through the Chief Accountants Forum (CAF) we also continued to improve awareness and ensure compliance of public financial management requirements. Continuous dialogues took place in this forum with the line ministries' views being accounted for.

Output Manager's Comments on Challenges

The delay in the submission of the Public Accounts can be improved by putting in place quality controls in the preparation process as done with the Management review of the completed draft before submission for auditing. Challenges existed in the communication and coordination efforts between MOF and the Samoa Audit Office, impacted by staff turnover on both sides. The clearance of the recent backlog (FY21/22 Public Accounts) was greatly facilitated by MOF Management's collaboration and efforts by solving some long outstanding audit issues.

OUTPUT 7: Government Assets Management Services (formerly known as Management of Government Building)		
Performance Measure/Indicator	**Budget Standard or Target**	**Traffic Light Progress Indicator**
Manage and monitor Government Assets and ensure compilation in the latest Public Accounts with updated policies	October 2023	Confirmed compilation of asset required reports in the latest Public Accounts
Submit annual report on implementation of Asset Management Work Plan	August -24	Confirmed submission of asset annual reports for asset management plans.
Asset Management Policy Framework developed	December 2023	Development of the Asset Management Policy Framework was completed in Dec 2023, with consultations completed before submission to Cabinet. Approval was received in April 2024. MOF issued a circular to despatch copies to all government agencies and socialized the AMPF through the Chief Accountants Forum, Sector Coordinators Forum and the SOEs Forum
Performance assessment and review completed for any work or service performed at all buildings during the FY	before release of payment	All works and services completed for all buildings
Percentage of work orders/requests resolved on time (Buildings)	80%	Currently review and implement new policies and processes to achieve set target.
Procurement completed for all necessary works and services for buildings	before expiry of contracts during FY	A few contracts and leases needed to be completed on a timely manner. All Contracts are registered and accounted for to avoid such delays in renewal or tendering lengthy process.
Output Manager's Comments on Achievements An ongoing collaboration effort with Ministries on their part of providing timely reports for the public account compilation and Asset annual reports. The effectiveness of managing and monitoring of the FMS system provides accurate and reliable information for processing required asset reports. The asset management policy framework was approved by Cabinet with awareness training conducted for all Ministries within this financial year. All works and services for all building are prudently reviewed and assessed accordingly to procedures and guidelines before any payment is released. The new Government Petrol station at Siusega is one of the achievements which has been in operational since October 2023 as well as the new Records Warehouse for safekeeping of government financial records.		
Output Manager's Comments on Challenges As a newly established division in the Ministry of Finance, the transition and forming of a new asset management divisional structure and implementing of new policies is a challenging and lengthy process. A thoroughly review of current operational manuals and policies for management of all buildings under MOF custodian must be conducted. This however includes procurement and contract services management processes and guidelines for all		

buildings. The FMS system is not fully utilized according to its capabilities and functionalities hence causing delays in providing reports. The module is not able to capture other key areas of asset management such as depreciation and revaluation of assets. Lack of staff, and communication created some challenges in performing quality services and work at both buildings thus more training for staff is needed to build capacity and up-skill for enhancing work performances and efficiency in services delivery.		
Output Performance Measures, Standards or Targets		
OUTPUT 8: Information Technology Services		
Performance Measure/Indicator	**Budget Standard or Target**	**Traffic Light Progress Indicator**
Percentage of critical IT system/application uptime.	95%	Overall, 95% uptime achieved for all critical systems and essentially, 5% of the total time is allowed to be downtime for SNBH and Internet services provided by ISPs. Maintained a high percentage of uptime for critical IT systems and applications within this financial year. This success was largely attributed to embracing modern technology trends (cloud adoption), such as the upgrade and migration of Microsoft 365 email to the cloud, which has resulted in zero downtime.
Percentage of Average issue handle time	95%	Addressed and resolved 95% of helpdesk issues/complaints within the set resolution time. We have supported the line ministries and MOF staff's daily requests for technical support on time.
Percentage of technical support and advice provided on time upon receiving request	95%	Consistently delivered prompt technical support and expert advice upon request, including guidance on procuring IT equipment. An IT survey conducted via email revealed an overall customer satisfaction rate of approximately 90%, encompassing ratings of Excellent, Very Good, Good, and Fair.
Percentage of system upgrades	100%	Successfully migrated Finance One to the cloud, handled negotiations, and submitted an analysis and report to the Tenders Board and Cabinet for approval, ensuring improved system performance and scalability.
Cyber security rating for MOF environment	1. Basic 2. Intermediate 3. Advance	Maintained strong cybersecurity for the Ministry of Finance’s infrastructure, with no major incidents reported. Regular backups and firmware updates were implemented to ensure data integrity and system protection, safeguarding the organization's critical assets

Review Disaster readiness plan for Finance One	June 2024	Completed and presented the Disaster Readiness Plan to Management. This is a key step in strengthening the organization's preparedness for potential disruptions
Percentage of management laptops and staff computers upgraded	100%	Successfully completed the laptop upgrade for all Management staff
Number of trainings for MOF staff and IT Capacity	6	Over six IT capacity-building training sessions were conducted, both locally and overseas, to enhance staff skills in areas such as Cybersecurity, Artificial Intelligence, E-commerce, and Digital Transformation. These programs ensure the team remains up-to-date with the latest technological advancements and industry trends.
Output Manager's Comments on Achievements Critical IT System Uptime, ensuring reliable business continuity with zero downtime during the Microsoft 365 migration to the cloud. Help Desk Resolution Time, ensuring timely support for ministries and staff. Maintained User Satisfaction rate reflecting strong user approval of IT services, support, and advice.		
Output Manager's Comments on Challenges Maintaining high uptime long-term could be challenging due to potential network issues, system failures, or cyber threats. Complex or high-priority issues may take longer to resolve, and scaling support for increasing requests could be difficult. Maintaining or improving the 90% satisfaction rate may be challenging as user expectations and service demands evolve.		
OUTPUT 9: Climate Resilience Investment and Coordination		
Performance Measure/Indicator	**Budget Standard or Target**	**Traffic Light Progress Indicator**
Percentage/Degree of Integration of Climate Change into National Planning.	80%	All 14 sectors have mainstreamed Climate Resilience Strategies in their respective Sector Plans. On the implementation side, 71% of sectors (10 out of 14) have started implementing these Climate Resilience Strategies.
Percentage of requests reviewed and recommended for climate funds	75%	More than 75% of funding requests have been reviewed and approved. Government investments related to climate change are assessed and recommended for various climate funds and other available funding from donor partners.
Percentage of Increased level of investment in Climate Change Adaptation & Disaster Risk Management.	30%	Over 50% of investments and projects are at the district level, with grant aid budget figures being utilized. Climate Change Adaptation & Disaster Risk Management investments, including the planning of disaster risk financing instruments for preparedness and ensuring a financially resilient economy.

Output Manager's Comments on Achievements Successful implementation of Samoa's National climate change framework, strengthening policy integration for climate resilience and sustainable development, aligning national strategies with global climate goals, and enhancing collaboration with regional and international partners.
Output Manager's Comments on Challenges Still gaps in data collection and monitoring, which limited the ability to assess and track progress. Staff turnover in some of the key implementing agencies caused delays in implementation, policy execution has been hindered, along with resistance to change.

OUTPUT 10: Aid Coordination and Debt Management

Performance Measure/Indicator	Budget Standard or Target	Traffic Light Progress Indicator
Full utilisation of ODA - Percentage of total Official Development Assistance(ODA) utilized annually.	90%	Partially achieved. The actual receipts were 96% of the total aid estimates. The actual utilisation for projects only (excluding sector and general budget support) was 77% of the total aid estimates.
Increased use of country systems (budget support) - Percentage of total donor funding that uses Government of Samoa (GoS) systems	90%	Total of 26 development partners with funded programs during FY23/24. 92% (24) used Government systems to deliver programs as noted in the Finance One System. In addition, the main development partners including NZ, Australia, ADB, World Bank are committed to the JPAM budget support arrangement annually.
Regular aid consultations - number of joint donor consultations on a quarterly basis	4	Regular consultations with the development partners were conducted during the year – more than 80 missions fielded to review, consult and assist Government in the implementation of funded projects under the aid portfolio. There were various sector advisory committee and steering committee meetings held which development partners are also members (HPAC, ESAC, CSSP, GCF VCP board, Parliament Complex project, Savalalo Market Upgrade Project, SAFPROM Project, Climate Resilience Steering Committee meetings. In addition, bilateral meeting with respective donor partners were held in various platform including the Senior Officials Talk with Australia, Annual meetings for the World Bank/IMF, ADB and AIIB. Donor roundtables were also conducted for CHOGM preparations.
Full reflection of all ODA funds in Budget - Percentage of total ODA incorporated in approved ministry estimates	100%	All cash grant and aid in kind advised by the donors are reflected in the budget

Percentage of compliance of any new borrowings and guarantees and on-lending to the MTDS, Government Guarantee Policy, On-lending policy	100%	100% compliance with MTDS 2022-2026, Guarantee and On lending policies. No new borrowings, on-lending, or guarantees issued during the period ensuring adherence to the debt management policies
Increase project monitoring reporting and debt reporting to inform management and Cabinet decision making	2 six monthly consolidated project progress report prepared and published every 3 months after the period projects reviews conducted and completed > 15 portfolio review : 1-2 donors (new)	Quarterly debt bulletin published. The consolidated project progress report was not achieved given capacity constraints
Financial Management Reporting for Projects - completed and submission of projects audits required to Development partners	100% - projects audits completed and submitted to DPs	11/15 requested audit for period 30 June 2023 has completed - 73%. The remaining audits will be conducted and completed within FY24/25
Strengthened aid management capacity	(i) Reviewed and strengthened the aid management functions - aid coordination, project monitoring functions including FM, procurement, M & E within the FY (ii)Trained staff on respective areas of responsibilities - 100% (iii) Project/Aid management systems established (new)	Staff capacity building initiatives - refer capacity building report
Number of interventions initiated and implemented for efficient and effective aid management	2-3 (Aid Operating Manual/ Projects M & E Framework)	Partially Achieved. PSC approved the restructuring of Aid Coordination & Management Division. Staff to be more focus on the review and update Aid Operating Manual. 2. Initial discussions with the WB CTSSU M & E Specialist to assist the PMU on the development of a M & E Framework for Samoa's ODA

Strengthened monitoring of contingent liabilities by conducting credit risk assessments for all SOEs in the guarantee portfolio	100% - all SOEs in the Guarantee portfolio	Partially Achieved due to identified challenges. The technical work for the remaining SOEs' CRAs commenced within March-June 2024 period, and will continue into FY2024-25, with completion anticipated within that same financial year
Increased debt reporting for information and inform decision making	(i) quarterly debt bulletin published within 1month after the quarter (ii) annual debt report completed and submitted as part of the Ministry's Annual reporting (iii) Cabinet approved quarterly debt report (new)	June, September, and December 2023 Quarterly Debt Bulletins have been published. The Annual Debt Report for FY22/23 was completed and submitted as part of the MOF Annual Report. Quarterly debt statistics for June and September 2023 were finalized within the first half of FY23/24, followed by the completion of December 2023 statistics. The World Bank Debtor Reporting System (DRS) 2023 Samoa Report was completed and submitted in May 2024. Ongoing efforts are focused on improving the timeliness of report submissions, and the implementation of Cabinet approval for the quarterly debt report is expected to progress in the next financial year as the new Division reaches full staffing capacity.
Strengthened debt management capacity of the division	(i)Establishment of the debt management Division (ii)Capacity building for staff conducted for all staff:100%	The PSC approved the ACDMD restructure in January 2024, establishing the Debt Management Division (DMD). Budget for the ACEO position was secured under Output 1 for FY23/24, with the position advertised and shortlisted as well. The DMU staff transitioned to the new division in May 2024.

Output Manager's Comments on Achievements

The progress and achievements made during the year highlighted the extent of the development cooperation agenda and the role of the aid program in the development of Samoa, not only through the level of donor partner support but also the consultations and reviews conducted during the year. There were significant consultations with the development partners and the Government agencies coordinated and facilitated during the year to catch up on the aid program implementation that was stalled during the covid-19 and to review Government's priorities that required resourcing. Also, high level visits were coordinated and conducted - the World Bank board of directors, the ADB executive director, ADB vice president's visit, as well as the Government senior officials' attendance to the annual meetings and the senior officials talk with Australia. It also highlighted the strong partnership and coordination with the various development partners, and the commitments to the principle of aid effective in supporting the Government led and ownership of priorities funded under the aid program, with several new projects approved and signed during the year. Development partners continued to be part of the dialogue through the various sector advisory committees, steering committees and the bilateral meetings with Government agencies. The increased reliance and use of Government systems for budget support was exemplified by robust engagement with major development partners under the JPAM arrangement including the World Bank, ADB, DFAT, and New Zealand. Additionally, the division fully complied with the Medium-

Term Debt Strategy (MTDS), debt policies, and guidelines for contracting new loans, ensuring accountability and adherence to prudent debt management practices. Notably, no new borrowing, guarantees and on lending were issued during the year. Commitment to transparency and timely reporting was upheld by publishing the Quarterly Debt Bulletins within the required timeframe, providing stakeholders with accurate and actionable information. The division acknowledges the coordination and collaboration with the Ministry of Foreign Affairs and Trade supporting the Aid Coordination mechanism, as well as the work of the various implementing agencies contributed to the progress made during the year.
Output Manager's Comments on Challenges The division continued to face challenges during the year, mainly the human resource aspect in terms of technical capacity and number of staff to support the functions of coordination, monitoring and evaluating of the aid portfolio and the public debt portfolio. The increased aid portfolio and the requirements of the different development partners under the aid portfolio require more human resources and focused attention to strengthen coordination of the aid program with the development partners and implementing agencies (IA), monitoring and reviewing of the aid policy and update, monitoring of the implementation of funded projects, and portfolio oversight and compliance. The funded projects under the aid portfolio also faced challenges due to the capacity constraints at the implementing agencies level that led to delays and low utilisation of aid funds, and some impacted on the non-disbursement of budget support resources during the year. To address the challenges, the approved divisional restructuring that separated the Debt Management Unit into a newly established division and the re-focused Aid Coordination and Management Division(ACMD) aims to address the capacity challenges and strengthen focus on the coordination and monitoring of the aid program. The restructured ACMD has dedicated unit for M & E, Financial management and procurement, portfolio monitoring and policy, and coordination and capacity development coordination to provide a more streamlined and focused approach. This restructure will be implemented in FY24/25. In addition, the staff continued with capacity development through various platform offered by the different development partners, utilise the ongoing CTSSU support available, and intermittent technical assistance. The new Debt Management Division needs more technical staff and a focused lead to implement the functions of debt management for the Government.

OUTPUT 11: Legal Services

Performance Measure/Indicator	Budget Standard or Target	Traffic Light Progress Indicator
Percentage of quality legal advices and opinions (written or verbal) prepared upon receiving Ministry requests (including legal advices prepared for the Attorney General) within the financial year.	80%	Prepared on average of more than 50% of the required legal advices and opinions to the Ministry (Minister, CEO, Management and Ministry Divisions) within 10 working days. The remaining percentage of legal advices and opinions that were ongoing were completed within the next Financial Year.
Percentage of legislation and regulation expected to be finalised for the Financial Year	70%	In the period, the Legal Division managed to prepare and cleared 100% of planned legislations via the Attorney General's Office such as the (i) Supplementary Bill FY 23/24, Explanatory Memorandum and Warrant and (ii) Appropriation Bill FY 24/25, Explanatory Memorandum and Warrant.

Number of consultations on draft Legislation and Regulation for the Ministry	70%	During the internal review and drafting of the above-named Bills, the Legal Division consulted with the Ministry of Finance Budget Division within a period of 3 days.
Percentage of Committees/ Working Groups for the Ministry attended for the financial year	60%	Attended all Committee meetings, trainings, workshops, negotiations (including contract negotiations), government consultation, including the following as the Ministry of Finance representative: (i) UNCAC Committee. (ii) National Committee for ICJ Advisory Opinions (iii) Working Community Consultations for Samoa State of Human Rights Report 2024 (iv) Samoa PEFA Training 30 October-3rd November 2023 (v) Procurement Trainings (vi) World Bank/IMF - AGM2023, Morocco 9-15 October 2023, (vii) ADB-Asian Think Tank Development Forum, 26-28 September in Suva, Fiji.
Percentage of all contracts and agreements including Funding Agreements (i.e. Employment Contracts, Consultancy Contracts, Maintenance Contracts, Construction Contracts, Memorandum of Understanding, Memorandum of Agreements etc) drafted, reviewed and cleared (including Contracts reviewed and cleared by the Attorney General's Office) within the financial year.	90%	Prepared, reviewed and cleared (including Contracts clearance via the Attorney General's Office process) an average of more than 50% of all Contracts and Agreements (including Funding Agreements) within an average of 3-10working days. This included notable Contracts and Funding Agreements such as: (i) MESC OGG Funding Agreements FY 23/24- a total of 300, District Development Project Funding Agreements- a total of 46, Forensic Audit Contract, NZMFAT Climate Resilience Partnership, CHOGM Heads of Agreement for the Vessel to accommodate the CHOGM delegates. As some of the Contracts and Agreements required the Attorney General's review and clearance, the turnaround clearance time observed for the Contracts and Agreements cleared the AGO's Office is an average of 5-10days days.

Output Manager's Comments on Achievements

In addition to the general work progress achievement throughout the Financial Year, the Legal Division also managed to:

1. Complete the selection of Legal Drafters to assist with the review and drafting of relevant Amendments to the existing Public Finance Management Act 2021, Treasury Instructions and Regulations.

2. Represent the Ministry of Finance as part of the Regional Legal Co-drafting Team to review and draft the Establishing Agreement and Rules and Procedure Regulations for the establishment of the Pacific Resilience Facility ("PRF"), as coordinated by the Pacific Islands Forum Secretariat ("PIFs").
3. Prepare (draft and/or review) all CHOGM Contracts for the Ministry of Finance (including Contracts cleared through the Attorney General's Office) within reasonable timeframes.

Successfully completed 3 settlement processes for the recovery of funds from default GCF-CSSP Grantees/ Enterprises and secured refunded funds through Repayment Agreements. This is the first time recovery of funds were exercised and successful for default Grantees.

Output Manager's Comments on Challenges

The limited staff capacity remains a challenge, though Principle Executive Position ("Position") continues to be advertised.

OUTPUT 12: Procurement Monitoring Services

Performance Measure/Indicator	Budget Standard or Target	Traffic Light Progress Indicator
Date by which Training for the Standard Bidding Documents for Major Works, Goods & Services takes place.	Every two months through the Chief Accountants meetings	The trainings delivered within the FY2023/24 for all Government Agencies (Ministries and Public Bodies) was based on the Procurement Operating Manual (POM) 2020 and the Standard Bidding Documents (SBDs) for Works, Goods & Related Services, General Services and Consulting Services.
Effectiveness of the training on the Standard Bidding Document on the public and private sector and the level of compliance of all parties	100%	For the full year review, the overall percentage of procuring entities' compliance with Government procurement procedures and processes is 95.86%. Number of Submitted Reports: 169 Number of Compliant Reports: 162 Number of Non-Compliant Reports: 7 % of Compliance: 95.86% % of Non-Compliance: 4.14% Based on the above data, the effectiveness of trainings conducted and enforcement of the use of SBDs by procuring entities signifies the high level of compliance. (source - Procurement Quarterly Reports FY23/24)
Date by which quarterly procurement reports are submitted to the Tenders Board for review and endorsement	Week after the Quarter	The following Procurement Quarterly Reports for the FY2023/24 were endorsed and approved by Cabinet. The quarterly reports present the legal framework that guides public procurement and the overall cost expended for the procurement of works, goods & related services, general services and consulting services for all of Government projects. ▪ Procurement 1st Quarter Report – FK(24)02

		▪ Procurement 2nd Quarter Report – FK(24)08 ▪ Procurement 3rd Quarter Report – FK(24)26 ▪ Procurement 4th Quarter Report – FK(24)39 ▪ Although the quarterly reports were submitted and endorsed by the Tenders Board and Cabinet, meeting the targeted timeline for the first quarter was a challenge due to the shortage of staff. The principal position was vacant, and the senior officer was just recruited at the beginning of the financial year.
Percentage of Tenders Board (TB) decisions issued to relevant Ministries/SOE's within 2 days following the TB Meeting	98%	100% of the Tenders Board's decisions were issued immediately after the meeting as a result of the urgency of the procurement activity or the following day. The number of decisions issued within 2 days following the Tenders Board Meetings is provided as follows per quarter ▪ First (1st) Quarter – 59 ▪ Second (2nd) Quarter – 52 ▪ Third (3rd) Quarter – 44 ▪ Fourth (4th) Quarter – 67
Percentage of contract awards above $100,000 publicised on the MOF website within 2 weeks of contract signing	95%	All contracts (100%) approved within the FY2023/24 by the Tenders Board and Cabinet valued above SAT $50,000 and SAT $500,000 respectively are published on MOF's website for transparency purposes and for the information of all bidders, Government stakeholders and the donor partners. (Source: MOF website under Procurement Services).
Review of standard Tender Documents to suit impact of future situations with Government tendered works, goods & Services and compliance of bidders	On going	The review is done on a case-by-case basis based on the nature of the procurement. The standard provisions of the standard bid document remain; however, the bid data sheet, evaluation criteria, tender requirements, scope of services, work requirements, and terms of reference are subject to review from time to time. This is of course in consultation with the inhouse-counsel or the OAG on legal matters
Refresher Trainings on the New Procurement Operating Manual (POM) 2020 for all Government Agencies (Line Ministries & Public Bodies) and the Private Sector	Line Ministries – Every Two Months through Accountants Meeting Private Sector - Twice a FY	The following trainings were delivered within the FY2023/24. The content was based on the Procurement Operating Manual (POM) 2020 and the Standard Bidding Documents (SBDs) for Works, Goods & Related Services, General Services and Consulting Services:

		▪ WB-ADB-GOS Procurement Training, 24th - 27th July 2023 ▪ Line Ministries: Chief Accountants Meeting, 1st August 2023 ▪ Private Sector: Upolu - 30th August 2023 & Savaii, 01st September 2023 ▪ Samoa Life Assurance Corporation (SLAC), 08th November 2023 ▪ Procurement Refresher Workshop for Public Bodies/SOEs, 27th March 2024 ▪ Ministry of Health Procurement Workshop, 30th May 2024 ▪ ADB-GOS Joint Procurement Workshop for Implementing Agencies and Private Sector, 18th – 20th June 2024
Implementation of the Independent Complaints Review Mechanism and servicing of the Independent Adjudicator	100%	The procedure for the Procurement Complaints Mechanism is readily available under Instruction K9: Procurement Independent Complaints & Review Procedure (PICRP). Only three (3) complaints were received during the first six months which relates to the following projects; SLC (2) – Construction of the New Flea Market Project, Savalalo MNRE (1) – Construction of Vaigaga Primary School Building The above complaints were resolved at the Ministry and Public Body level which strictly followed the PICRP. The number of complaints received measures the integrity, credibility and effectiveness of the Government Procurement System. Therefore, this really showed that the Government's Procurement System is working well.
Provision of Technical Advice on Government tendered projects to the Tenders Board for its informed decision	Weekly	One of the core functions of the Division is the provision of written procurement technical advice to the Tenders Board for its well-informed decisions, and this has been done on all submissions for the Board's weekly meetings.

Output Manager's Comments on Achievements The overall compliance level of all procuring entities with the Government Procurement Procedures and Processes at the end of FY2023/24 stands at 96%.
Output Manager's Comments on Challenges The short-staffed situation presents a significant challenge in actually meeting the timelines for quarterly procurement reports although completed and providing a comprehensive suite of training for the private sector due to the demands of other crucial tasks, particularly servicing the weekly meetings of the Government Tenders Board.

OUTPUT 13: Finance One System Support Services

Performance Measure/Indicator	Budget Standard or Target	Traffic Light Progress Indicator
Percentage of Finance One users that are satisfied with the services provided	95%	Due to low response rate. The questionnaire was emailed to Ministries Corporate ACEOs and Principals (84 recipients) and for them to distribute to all their users and only 14 responded with positive feedback. The initial due date for feedback was 29 Feb 2024 but due to low rate of response it was extended to the 8th Mar 2024.
Percentage of users and system issues resolved	100%	No outstanding issues from FY23/24. All issues (100%) reported have been resolved in a timely manner.
Effectiveness of Trainings on Financial (i.e. AP, AR, Asset), Payroll Modules and Reporting and Enquiries	100%	The official refresher trainings conducted on financials (including assets registration), payroll and reporting were done in September 2023, was very timely and effective as explained by the participants in their evaluation/feedback form at the end of each sessions. Ad hoc trainings were also conducted as per requests from Ministries.
Date by which Year End Process is completed	July 2023	Year-end process for FY22/23 - reviewed outstanding document files and commitments and referred to Accounts for necessary action before rollover. Ensure payment runs have been finalised for the year. Completed Item Application Finalisation for applications and cancellations. Aged Analysis reports printed. Updated previous FY processing group. Performed archive process for ledgers only if required.
Percentage of critical application, FMIS & Distributed Processor uptime	100%	A new DP server installed to replace the old one. Great improvement to the performance. 99.9% uptime achieved meaning the system downtime (due to network issues) was not more than 8 hours throughout the year.

Date by which the review of the FMIS is completed and findings presented for Management decisions	July 2023	Report and Presentation were approved by Management in April 2024 with Final Agreement counter-signed by MOF on behalf of Government and sent to Technology One for countersigning.
Output Manager's Comments on Achievements The effectiveness of our training and the support services provided have reduced the number of user issues/calls from time to time. We successfully negotiated, finalized, and signed the new contract for the Government Financial Management System by closely collaborating with our IT and Legal teams.		
Output Manager's Comments on Challenges User responsiveness to our questionnaire on ICT support and services can pose a challenge. When users do not respond to questionnaires or feedback requests, we miss out on valuable insights into user needs and experiences. This lack of feedback can hinder efforts to improve services and resolve issues effectively. High uptime maintenance may be difficult because of possible network problems, system malfunctions, or cyber threats. Complex or high-priority issues may take longer to resolve, and scaling support for increasing requests could be difficult.		
OUTPUT 14: Energy Policy Management & Coordination		
Performance Measure/Indicator	**Budget Standard or Target**	**Traffic Light Progress Indicator**
Date by which the New Energy Sector Plan 22/23-26/27 is launched & published	By July 2023	The new Energy Sector Plan for FY22/23–26/27 was launched and published in December 2023.
Timely release of petroleum prices and spot checks	First day of every month	Petroleum prices were consistently released on the 1st of each month, 12 spot checks were completed across all service stations to ensure compliance.
Percentage compliance by service stations with the Health, Safety, Security, and Environment Standards (HSSE) for the annual renewal of licenses	100%	The Petroleum Task Force (PTF) conducted two inspections focused on Health, Safety, Security, and Environment (HSSE) compliance and the renewal of licenses. During the first inspection conducted in January, 6 out of 27 service stations did not meet the required standards and subsequently failed. These service stations were given a specified timeframe to address the identified issues and rectify non-compliance. By the second inspection in March, all 27 service stations achieved full compliance, resulting in a 100% pass rate. This outcome aligned with the set target for the FY 2023/2024, where a baseline of 100% compliance was established due to the high-risk nature of the petroleum subsector.

Percentage of Petroleum Service Station Licenses Renewed Annually	100%	All service station licences were renewed annually.
Number of Quarterly Meetings & progress report submissions (4 NECC, 4 Energy Sector Sub-committee, 4 EEMT, 4 PTF Meetings)	16	A total of 18 scheduled energy committee meetings were successfully conducted, with additional urgent meetings (PTF, NECC, and TEC) convened as needed, demonstrating flexibility and responsiveness to sector priorities.
Annual Energy Balance Review Report endorsed and published	Annually	The Samoa Energy Review Report 2020 – 2022 was published in February 2024. The Review Report 2023 – 2024 (to be published sometime this year) and is now under MWTI.
Public Energy Awareness program conducted for the sector, community and schools. (2 Sector Awareness Programs, 2 Petroleum Workshops, 1 EE Awareness Programs)	5	All training and awareness programs were conducted for Upolu and Savaii.
Trainings for Specific Capacity Building (2 HSSE Trainings, 2 Clean Energy Trainings, 2 Report writing, Policy writing, 2 Database Trainings & 2 Energy Audit Trainings)	10	Two HSSE trainings were completed for all service station operators and owners. Database training was completed, with one session held at Fiji SPC and several others conducted locally.
Compliance with Quarterly inspections / Shop Audits on the energy efficient standards	100%	All inspections and shop audits for both Upolu and Savaii were completed on a quarterly basis.
Output Manager's Comments on Achievements Most targets for the petroleum subsector were achieved on time, attributed to the strong collaboration among stakeholders, collectively known as the Petroleum Task Force. This cohesive effort has been instrumental in ensuring the timely completion of objectives and maintaining sector efficiency.		
Output Manager's Comments on Challenges Ensuring sustained compliance beyond inspections. While achieving 100% compliance in the second inspection annually for all service stations is a great outcome, maintaining those standards consistently throughout the year remains a challenge, especially given the high-risk nature of the petroleum subsector. Strengthening ongoing monitoring mechanisms, such as more frequent spot checks or random audits, could help reinforce accountability.		
OUTPUT 15: Public Finance Management and Finance Sector Coordination		
Performance Measure/Indicator	**Budget Standard or Target**	**Traffic Light Progress Indicator**
Date by which Finance Sector Plan 2023-2027 Annual Review Report Completed.	Dec-23	Annual Review for previous FY2022/23 was completed Dec 2023 with the Report subsequently endorsed by the Finance Sector Advisory Committee in March 2024. The Annual Review for FY2023/2024 conducted Dec 2024.

Percentage of strategies achieved in the effective implementation of the PFM Reforms (FSP ESPO 1 & 4)	45%	For FY2023/24, a 50% completion rate was achieved for ESPO 1 and 4. ESPO 1 completed 13 out of 25 actions, while ESPO 4 completed 4 out of 9 actions, demonstrating strong efforts towards fiscal resilience and public finance management.
Percentage of strategies achieved in the effective implementation of the Finance Sector Plan 2022-2026 (FSP ESPO 2 & 3)	50%	For FY2023/24, **58%** of actions for ESPO 2 and 3 were completed. ESPO 2 achieved 14 out of 22 actions, and ESPO 3 completed 3 out of 7. This highlighted effective collaboration and progress in driving the Finance Sector Plan's goals and ensuring strategic targets are met.
Full disbursement of JPAM general budget support within the financial year	100% disbursement of Budget Support	The commitment under the JPAM mechanism for FY2024 was estimated at USD$45.5m initially and was reduced to USD$28m due to the postponement of some policy actions impacting on the ADB & WBG support. Of the USD$28m, 76% of commitment (USD21.2m) was disbursed within the FY2024 (NZMFAT and DFAT). The remaining disbursement from the EU (USD$6.8m) was disbursed outside of the financial year.
Output Manager's Comments on Achievements The Ministry of Finance has made significant progress in FY2023/24 with its reform programs and sector work, successfully completing the Finance Sector Annual Review for FY2022/23 and achieving substantial milestones in the implementation of the Finance Sector Plan and PFM Roadmap. Notable achievements include a 50% completion rate for ESPO 1 and 4, and a 58% completion for ESPO 2 and 3. These results reflect effective collaboration with stakeholders and a strong commitment to macroeconomic stability and growth.		
Output Manager's Comments on Challenges The challenges faced during the fiscal year included the balancing of priorities which impacted the timely execution of planned activities. Also, engaging stakeholders and ensuring alignment of strategies was challenging but was still manageable. Additionally, monitoring progress and accurate reporting were complicated by incomplete information.		

PART B: REPORTS ON NATIONAL RESPONSIBILITIES

I. FISCAL PERFORMANCE UPDATE

FISCAL TARGETS	2021/2022	2022/2023	2023/2024
Economic Growth (real GDP growth)	-5.4%	9.2%	9.4%
Budget Deficit to be within 3.5% of GDP	5.4%	3.0%	0.1%
Ratio of Ordinary Receipts to Total Current Payments to be at least 70%	78.5%	83.4%	101.6%
Total current expenditure to be maintained within 40% of GDP	32.0%	27.6%	25.7%
Personnel costs[2] to be maintained within 35% of Total Expenditure	39.7%	35.0%	37.6%
Debt Servicing Cost to Ordinary Receipts to be kept within 20%	10.5%	16.0%	11.0%
Net public debt outstanding to be kept within 50% of GDP	43.7%	33.4%	25.3%

(source of Data: Updated figures extracted by Fiscal Strategy FY24/25)

Consistent with the principles of responsible fiscal management, overall economic and fiscal performance is monitored against key targets stipulated in the annual Fiscal Strategy Statement. These key fiscal targets assess performance at the national level in terms of macroeconomic, fiscal, and debt management. This provides a medium-term overview of progress towards the achievement of national priorities through the implementation of fiscal policy; and ensures guided public finance management policy.

The real GDP growth rate in financial years 2022/23 and 2023/24 was revised to a higher growth path of 9.2% and 9.4% respectively. This was mainly due to updated source data made available for SBS compilation, which were reflected in an upward revision to value-added estimates of Personal & Other Services and Net Indirect Taxes. The ongoing implementation of the District Development Program and the hosting of different events such as regional sport competitions, Teuila Festival, church conferences, school anniversaries (donations), and substantial CHOGM preparations influenced performance for the period in various leading indicators, resulting in the upturn of economic growth. Therefore, robust tax revenue collection, subdued

[2] Government Ministries only

capital expenditures, and improved GDP performance led to a reduction in the Budget Deficit over the period under review.

Total receipts for the period exceeded the projected target, primarily driven by increased collections in ordinary receipts, despite external grants being below the target. The robust performance in taxation can be attributed to several factors including the growth in the number of commercial entities, increase in goods circulating within the economy (particularly due to additional imports ahead of the CHOGM) and enhanced compliance in the collection of non-tax revenues by relevant Ministries & Government Offices. These factors contributed to a positive budget outcome, with a surplus of 0.1% for the financial year 2023/24, compared to an anticipated deficit of 2.1%.

Ordinary receipts for the period were sufficient to cover 101.6% of current payments, reflecting higher than anticipated collections for the financial year. Total expenditures on personnel costs for central government ministries stood at 37.6%, exceeding the target ceiling of 35%, largely due to the final phase of the Cost-of-Living Adjustment (COLA). Debt Servicing accounted for approximately 11% of ordinary receipts, well within the 20% ceiling.

More so, the government has continued to repay its outstanding public debt, and adopt a 'no new loans' strategy, coupled with an increasing GDP, thus resulting in a decreasing Net Public debt to GDP ratio below the 50% threshold.

UNESCAP Seventh Asian and Pacific - Population Conference
15th - 17th November 2023

Tabling of the National Budget-Main Estimates for FY2425

II. PUBLIC DEBT REPORT

This is the ninth (9th) annual debt report detailing debt management performance over the financial year ending 30 June 2024. This section also reports on the implementation of the Medium-Term Debt Management Strategy (MTDS) as required under Section 86B (4) of the PFMA 2001 and the debt policies.

a) DEBT MANAGEMENT OBJECTIVES

Debt management operations are consistent with the Government's debt management objective which is "to ensure that the financing needs of the State are met at all times on a timely basis and that the borrowing costs of the State are as low as possible over the medium term, within prudent risk level", PFM Act 2001 (amendment no. 9).

b) STRATEGY AND POLICIES

- Medium-Term Debt Management Strategy (MTDS) 2022-2026 sets a framework for managing public debt sustainably, balancing cost, risk, and development needs.
- Government Guarantee Policy 2022 sets out the framework for the issuance of Government guarantees to avoid high risk exposure to contingent liabilities.
- Government On-lending Policy 2020 sets out the framework for Government on-lending in a manner that avoids exposure to fiscal risks from beneficiary default.

c) TOTAL PUBLIC DEBT

The total public outstanding debt at the end of June 2024 was ST$815.4 million, comprised of 93% (ST$762.1 million) external debt and 7% (ST$53.3 million) domestic debt. The total public outstanding debt decreased by 10.2% when compared to June 2023 (ST$907.5million). The debt portfolio by instruments consists of 100% loans. The total debt to GDP ratio at end of June 2024 was 28.1%, decreased from 35.6% ratio at end of June 2023. The decreased debt ratio attributed mainly to the increase in the GDP and the decreased nominal value of debt during the same period.

Chart 1: There are eight (8) creditors in the portfolio and the proportion outstanding with each creditor at the end of June 2024 shows that EXIM Bank of PRC (33.7%), IDA (32.0%), ADB (19.7%) are the main creditors, and with JICA: 6.0%, OPEC: 1.6%, UTOS: 6.5%, and other creditors with less than 1% (EIB:0.2%, IFAD: 0.3%).

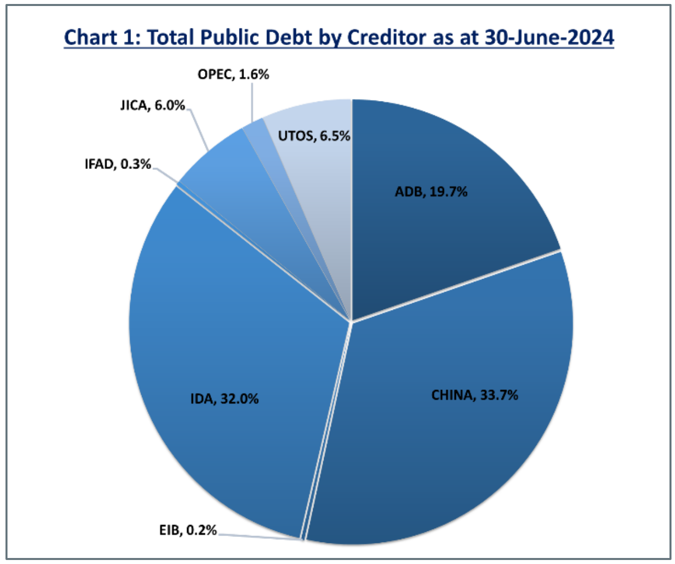


Chart 2: Currency composition of the total outstanding debt as at end of June 2024 showed that SDR (50.5%) and CNY (33.7%) were the main loan currencies in the debt portfolio. The total public debt portfolio denominated in foreign currencies was 93% and 7% denominated in local currency.

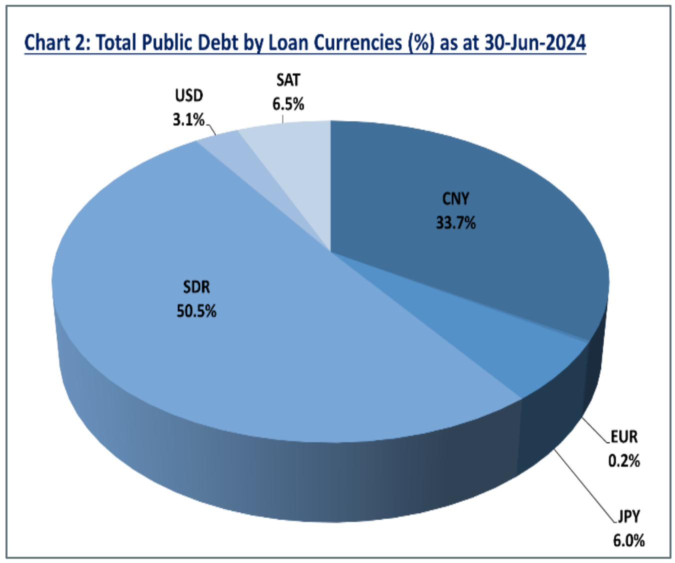


Table 1: Terms and conditions of Government Debt: The Government debt portfolio is mainly on highly concessional terms from the foreign countries and multilateral institutions.

TABLE 1: TERMS OF GOVERNMENT BORROWINGS				
Creditor	**Interest rate %**	**Commitment fees (c)/ service fees (s)/ management fee (m)**	**Grace Period (GP)**	**Maturity (including GP)**
IFAD	1% p.a./fixed	-	10yrs	50yrs
EIB	0.5% p.a./fixed	-	10yrs	40yrs
IDA	0.75% p.a/fixed	-	10yrs	40yrs
ADB	1% during GP & 1.5% thereafter p.a /fixed	-	8yrs	32yrs
JICA	0.45% p.a./fixed	0.1% (c) p.a.	10yrs	30yrs
OPEC	3.98% average p.a./fixed	1% (s) p.a.	5yrs	20yrs
EXIMB-PRC	2% p.a./fixed	0.67% av.(c)/0.67% av. (m)	5yrs	20yrs
UTOS	8.5% p.a/fixed	-	1yr	7.7yrs

Table 2: Total Debt Service

The total debt service for the year-end June 2024 was ST$99.4 million, increased by 3.8% when compared to year end June 2023 (ST$95.7million). The debt service payments resumed during the FY 20/21 and continued for DSSI instruments that were suspended for external loans from EXIM Bank, JICA and IDA/EEC. The total debt service paid was 95% for external debt service and 5% for domestic debt service.

Table 2: TOTAL DEBT SERVICE IN MILLIONS TALA								
	FY 2022/2023				FY 2023/2024			
	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24
EXTERNAL DEBT SERVICE	33.4	12.6	35.1	13.4	34.3	13.0	33.9	13.3
Principal	28.5	11.1	30.6	11.6	29.9	11.5	29.9	11.6
Interest	4.9	1.5	4.5	1.8	4.4	1.5	4.0	1.6
DOMESTIC DEBT SERVICE	0.3	0.3	0.3	0.3	1.4	1.4	1.1	1.1
Principal	0.3	0.3	0.3	0.3	0.7	0.7	0.4	0.4
Interest	0.0	0.0	0.0	0.01	0.72	7.09	0.69	0.69
Total	33.7	12.9	35.4	13.7	35.6	14.4	35.0	14.4
	Total FY 2022/2023			95.7	Total FY 2023/2024			99.4

d) CONTINGENT LIABILITIES

Total SOE debt outstanding at the end of June 2024 was ST$130.9million, the amount decreased by 5.1% when compared to June 2023 (ST$138.0million). The outstanding amount consisted of explicit contingent liabilities (Government guarantees) of ST$100.2million and implicit contingent liabilities (other SOE debts) of ST$30.8million. In addition, the outstanding balance of Government on-lending to the SOEs was ST$154.8 million at the end of June 2024.

Total Government guarantees issued and outstanding at the end of June 2024 was ST$100.2million, decreased by 6.6% when compared to June 2023 (ST$107.2 million). Table 3 and 4 show the percentage proportion of Government guarantees outstanding by SOE and Lenders respectively.

Table 3: Government Guarantees by State Owned Enterprise (%): 30-Jun-24

Table 3: Total Guarantee by Borrowers in Tala (millions) and % of GDP						
Name	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	%
DBS	84.9	83.3	89.0	80.7	79.6	79%
SAA	10.5	10.4	10.4	10.3	10.2	10%
SHC	9.1	9.0	8.3	8.7	8.6	9%
PAL/SA	1.8	1.5	1.3	1.0	0.9	1%
SSS	1.0	1.0	1.0	0.9	0.9	1%
UTOS	-	-	-	-	-	0%
Total	107.2	105.2	109.8	101.7	100.2	100%
% of GDP	4.2%	3.9%	4.1%	3.5%	3.5%	

Table 4: Government Guarantees by Lender (%): 30-Jun-24

Table 4: Total Guarantee by Creditors in Tala (millions) and % of GDP						
Name	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	%
CBS	73.5	72.6	75.9	70.8	69.9	70%
UTOS	18.5	18.4	18.3	18.2	18.0	18%
SNPF	11.8	11.5	12.4	10.9	10.6	11%
BSP	1.8	1.5	1.3	1.0	0.9	1%
EIB	1.6	1.1	2.0	0.8	0.8	1%
Total	107.2	105.2	109.9	101.7	100.2	100%

The other SOE direct borrowings from financial institutions at end of June 2024 was ST$30.767million. The amount slightly decreased when compared to June 2023 (ST$30.769million). The direct borrowings are by SHC (67%) and SLC (33%).

Government on-lending: Government on lending outstanding at the end of June 2024 was ST$154.8million, decreased by 12.1% when compared to June 2023 (ST$176.1million). The outstanding amount was on lent to EPC (60%) for Power Sector Expansion Project, Samoa Submarine Cable Company (39%) for Samoa Submarine Cable Project, UTOS (1%) for capital share advance; and the DBS (less than 1%) credit line facility.

Table 5: Total On-lending Balances in Millions Tala

Table 5: Total On-lending balances in millions Tala and % Mar-24						
Name	**Jun-23**	**Sep-23**	**Dec-23**	**Mar-24**	**Jun-24**	**%**
EPC	111.4	111.4	111.4	111.4	92.8	60.0%
SSCC	61.5	62.2	60.3	60.8	60.0	38.8%
UTOS	2.5	2.3	2.1	1.9	1.7	1.1%
DBS	0.7	0.6	0.6	0.4	0.2	0.1%
Total	**176.1**	**176.5**	**174.4**	**174.4**	**154.8**	**100%**

e) ANNUAL REVIEW OF THE MTDS

The new MTDS 2022 – 2026 was developed and approved in May 2022. This policy is one of the key actions in the Joint Policy Action Matrix (JPAM) approved to strengthen debt management for Government and in compliance with the legislation. The borrowing strategy approved remained at prioritizing highly concessional borrowings and only if needed. However, in view of the "high risk of debt distress rating" for Samoa, the Government remained prudent and continued to not consider any new borrowings during the year and there were no new borrowings contracted during the period.

Table 6 summarizes the progress of cost and risk indicators against the annual targets.

Table 6: Indicators and Achievements of Annual Target

Risk Exposure	Indicators	Target (annual)	Actual FY23/24	Comments
Manage cost	Implied interest rate (weighted average)	**≤1.4%**	1.60%	Remained the same and slightly above the target
	Number of new loans approved below minimum concessionality	**0**	0	No new loans contracted during the financial year
	Number of new loans approved without compliance to procedures and guidelines	**0**	0	
Foreign currency risk	FX debt % of total debt	**≤98%**	93.50%	1. Domestic debt decreased by 50% increasing share of external debt 2. Tala depreciated against main foreign currencies
	Short term FX debt % reserves	**<15%**	9.20%	The increase was due to the commencement of principal payments of loans suspended under the DSSI arrangement and the increase in foreign reserves
Refinancing risk	% of total public debt maturing in 1year	**<5%**	19.00%	1. The increase in debt service payments within the following year was a result of the resumption of loans that were suspended under the DSSI arrangement. 2. Continued external loan disbursements
	Total ATR	**>13years**	8.2 years	Lower years as the portfolio continued to shorten due to no borrowings since 2017.
Interest rate risk	% of total debt in variable interest rates	**<2%**	0%	No loans with variable interest rates contracted in the portfolio
Credit risk	Total Guarantees % of GDP	**≤10%**	3.50%	1. The decrease in guaranteeswithin the yuear was a result of a defaulted Samoa Airways loan with UTOS previously guaranteed by Government.
	Number of new guarantees issued without compliance to procedures and guidelines	**0**	0	The guarantee issued during the FY complied with procedures and guidelines

Debt Management Initiatives and Governance

During the financial year, several key debt management initiatives were undertaken to strengthen Samoa's debt sustainability and improve the overall monitoring of public debt and contingent liabilities. These initiatives align with the Government's fiscal objectives under the Medium-Term Debt Management Strategy (MTDS) 2022-2026 and aim to enhance debt management practices while mitigating fiscal risks. Strong governance and compliance with key debt policies were central to achieving these goals.

Establishment of the new Debt Management Division: One of the most significant developments in the financial year was the transition to the newly established Debt Management Division in May 2024, marking an important step toward strengthening the debt management framework. In January 2024, the Public Service Commission (PSC) approved the establishment of the division, which formally commenced operations in May 2024 with the transition of three existing staff. Additionally, the recruitment process for four new staff members was ongoing, as a total of seven staff have been proposed for the division. As part of this process, the ACEO position for the division was advertised and shortlisted within the financial year.

Although still in early stages, the division continued to oversee and manage Samoa's debt portfolio. Once fully staffed, it will play a key role in implementing the MTDS, ensuring compliance with the Government Guarantee and On-lending Policies, and improving the monitoring of contingent liabilities. The new structure is expected to strengthen debt sustainability assessments, enhance transparency, and improve the proactive management of fiscal risks.

Governance and Compliance: The Ministry adhered to the Government Guarantee Policy and On-lending Policy throughout the fiscal year, ensuring that all guarantees and on-lending arrangements complied with the established frameworks. Central to these policies is the **Credit Risk Assessment Framework**, used to evaluate the financial health of State-Owned Enterprises (SOEs) before any guarantees or on-lending decisions were made. By ensuring that only financially viable SOEs received support, the Government encouraged the public bodies to make prudent and sound borrowing decisions, ultimately safeguarding fiscal stability.

Credit risk assessments and reviews of remaining SOEs in the guarantees portfolio commenced during the financial year and expected to be completed in the next financial year, ensuring they continue to meet policy requirements and aligned with fiscal sustainability objectives. The first two Credit Risk Assessments for Samoa Airways (PAL) and the Development Bank of Samoa (DBS), approved by Cabinet in April 2023 and completed during FY2022-2023, provided the Ministry with critical insights to guide informed decision-making and reinforce responsible public debt management throughout FY2023-2024. These assessments also lay the groundwork for the upcoming CRA in FY2025, ensuring continued alignment with best practices in debt management.

Monitoring and reporting: The Ministry continued to prepare and publish the quarterly debt bulletin on the Ministry's website and disseminated to the relevant agencies. The quarterly debt bulletin reported the total public debt, Government guarantees (explicit contingent liabilities), non-Government guaranteed direct borrowings of public bodies (implicit contingent liabilities) and on-lending.

The annual report for World Bank (WB) Debtor Reporting System (DRS) due in March every year was delayed and submitted in June 2023 due to additional reporting requirements for the DSSI instruments. The debt management system - Meridian continued with upgrades to the original software version to ensure effective management and monitoring of public debt inclusive of Government on-lending and guarantees.

Improved cash management: Regular updates of the cash position circulated to management by the cash management unit and Cash Management Committee meetings to support operations and inform decision-making. Annual debt service forecasts were also shared to Accounts Division and CBS to assist in cash flow and foreign reserves management.

Capacity building: The staff participated in capacity building programs on Debt Sustainability Analysis, COMSEC Meridian System, Medium Term Debt Strategy, debt management forums, online learning and other development activities conducted by the WB, ADB, IMF, PFTAC, COMSEC, within the Ministries and other Government Ministries. In addition, the technical assistance from Mrs. Michele Robinson of PFTAC further enhanced debt reporting practices, ensuring alignment with international standards. These capacity-building efforts improved the Ministry's ability to manage public debt effectively and prepared it to address future challenges.

Challenges and Issues

Adverse movement of the exchange rate: Although the foreign currency risk met its annual target ≤98%, it remains the key risk in the portfolio with 93% of total Government debt denominated in foreign currencies. The Tala depreciated against USD, EUR and GBP currencies and appreciated against CNY and JPY, with no change in SDR when compared to June 2022. i.e. USD -1%, CNY 7%, JPY 5%, EUR -5%, GBP -5%.

Some annual targets were not met: The annual targets to manage refinancing risk and costs in the debt portfolio were not met.

- For refinancing risks and cost indicators, the actual average time to re-fixing was 8.8years and shorter than the target of 13years; and the percentage of total debt matured within 1 year (FY2024/2025) was 8.0% compared to target of 5%. The deviation was primarily due to external loan repayments under the DSSI for bilateral creditors, including EXIM Bank of China and JICA, along with the domestic SAL loan repayment due during the period. The average interest rate for portfolio was 1.6% and remained slightly above the target of ≤1.4%.

Debt management initiatives constraints: Challenges were faced during the year in achieving the following initiatives and expected outcomes due to capacity constraints and shortage of staff;

- Monitoring and Reporting: Delays in reporting such as the Quarterly Debt Bulletins and the WB DRS report were due to CSDRMS system difficulties. Some progress made in migrating from the old Commonwealth Secretariat Debt Recording Management System (CSDRMS) to fully utilize the new Meridian System.
- No progress made in the development of domestic market (i.e. T-Bonds/Bills)

Limited sources of concessional financing and high risk of external debt rating: Samoa's debt risk rating remained at high risk of debt distress, as the indicative indicators for external debt-to-GDP ratio and the PV of the public-debt-to-GDP ratio breached respective thresholds under the baseline scenario (see DSA) because of potential high risk exposure to natural disasters, external shocks and the high risks associated with contingent liabilities mainly the public bodies' direct borrowings. The need to build fiscal space and buffer is important, and having appropriate fiscal measures to counter unexpected events in future, that would affect the Government and its fiscal position. The multilateral lenders offer highly concessional borrowings and Treasury bonds are on commercial terms and costly.

Capacity constraints: The Ministry continued to face technical capacity constraints to monitor and manage Government debt including contingent liabilities. The increasing portfolio and expansion of responsibilities expected of the DMU require more capacity that is technical including the management of contingent liabilities such as direct borrowings of the Public Bodies, the risks exposures from Public Private Partnership (PPP) on the debt portfolio, conducting in-house debt sustainability analysis, administering the new Meridian system, managing of contingent liabilities and credit risk assessments.

Recommendations

- Review current Medium Term Debt Strategy (MTDS) for development of a new MTDS to be approved by Cabinet
- Undertake Debt Sustainability Analysis in collaboration with EPPD, Budget Division and Central Bank of Samoa
- Continuous implementation and prudent monitoring for compliance to the On-lending Policy, Government Guarantee Policy and MTDS 2022-2026, and note all quarterly and annual reviews and reporting required
- Commence the implementation of the recommended DeMPA actions
- Complete full utilization of Meridian System, complete consolidated database for recording of SOE direct borrowings and improve timeliness of reporting
- Continue with the recruitment for the new Debt Management Division to build a capable team for effective debt management
- Strengthen staff capacity through targeted training in debt management and portfolio monitoring in alignment with the Ministry Capacity Building Plan FY2024-2025
- As part of implementation of the Government Guarantee Policy, carry out Credit Risk Assessments for SOEs and present outcomes and recommendations to Cabinet
- Arrange a performance audit of Government debt management operations

- Review and update the approved procedures and guidelines for contracting new loans
- Develop a debt management operational manual and continuity plan to address operational risk.

f) DEBT SUSTAINABILITY ANALYSIS (DSA)

In the absence of a new Debt Sustainability Analysis (DSA) conducted within FY2023-2024, the most recent evaluation remains the IMF's March 2023 assessment. The analysis concluded that Samoa remains at high risk of debt distress, both for external and overall public debt. The classification reflects Samoa's significant exposure to external shocks, particularly natural disasters, and the country's reliance on external financing to meet its fiscal needs.

Key Findings

- Samoa's exposure to natural disasters and global economic fluctuations poses significant risks to debt sustainability, potentially disrupting economic stability and increasing the need for borrowing, which further escalates the debt burden.
- Under the baseline scenario, the Present Value (PV) of Samoa's external debt-to-GDP is projected to rise from 30% in FY2022 to 59% by FY2043, surpassing the 55% threshold by FY2042. The projection is based on assumptions about future borrowing over the next 20 years to meet potential financing needs.
- Stress tests indicate that under adverse conditions, such as natural disasters or export shocks, the PV of external debt-to-GDP could breach thresholds as early as FY2034, highlighting the elevated risk of accelerated debt accumulation under external shocks.

Samoa's debt-carrying capacity remains strong, with a Composite Indicator (CI) score of 3.28. This CI score classifies Samoa within the "strong" debt-carrying capacity category, which allows the country to borrow at higher thresholds, as outlined in Table 7.

Table 7: Thresholds and Benchmarks

Composite Indicator (CI)	Debt carrying capacity (CI classification)	PV of PPG external debt in percent of		PPG external debt service in percent of		PV of total public debt
		GDP	**Exports**	**Exports**	**Revenue**	**GDP**
≤ 2.69	Weak	30	140	10	14	35
>2.69 and < 3.05	Medium	40	180	15	18	55
≥ 3.05	Strong	55	240	21	23	70

*PV-present value, PPG – public and publicly guaranteed

Public Debt Redemption Profile (2025 – 2056) and Servicing Capacity

The Public Debt Redemption Profile is a key component of Samoa's Debt Sustainability Analysis (DSA), providing a forward-looking perspective on the country's ability to manage its future debt obligations. By mapping out principal and interest payments over the next 32 years, it identifies potential periods of fiscal stress and highlights the importance of maintaining liquidity during peak repayment periods. Charts 3 and 4 illustrate repayment peaks and their timing, particularly between FY2024-2025 and FY2029-2030, offering insights for proactive fiscal planning.

The profile projects a gradual reduction in public debt over time, assuming no new borrowing and adherence to current debt service commitments. While this tool provides valuable insights into repayment dynamics, its focus on repayment schedules means it does not account for future borrowing, economic shocks, or external risks, such as natural disasters or global economic changes. These broader risks are addressed within the DSA framework, which evaluates debt dynamics under various scenarios to provide a more comprehensive view of debt sustainability.

Insights from the redemption profile must be complemented by broader risk assessments and strategic planning. Strengthening fiscal buffers, adhering to disciplined borrowing policies, and fostering economic resilience will be essential to ensuring debt servicing commitments do not undermine fiscal stability or critical public expenditures.

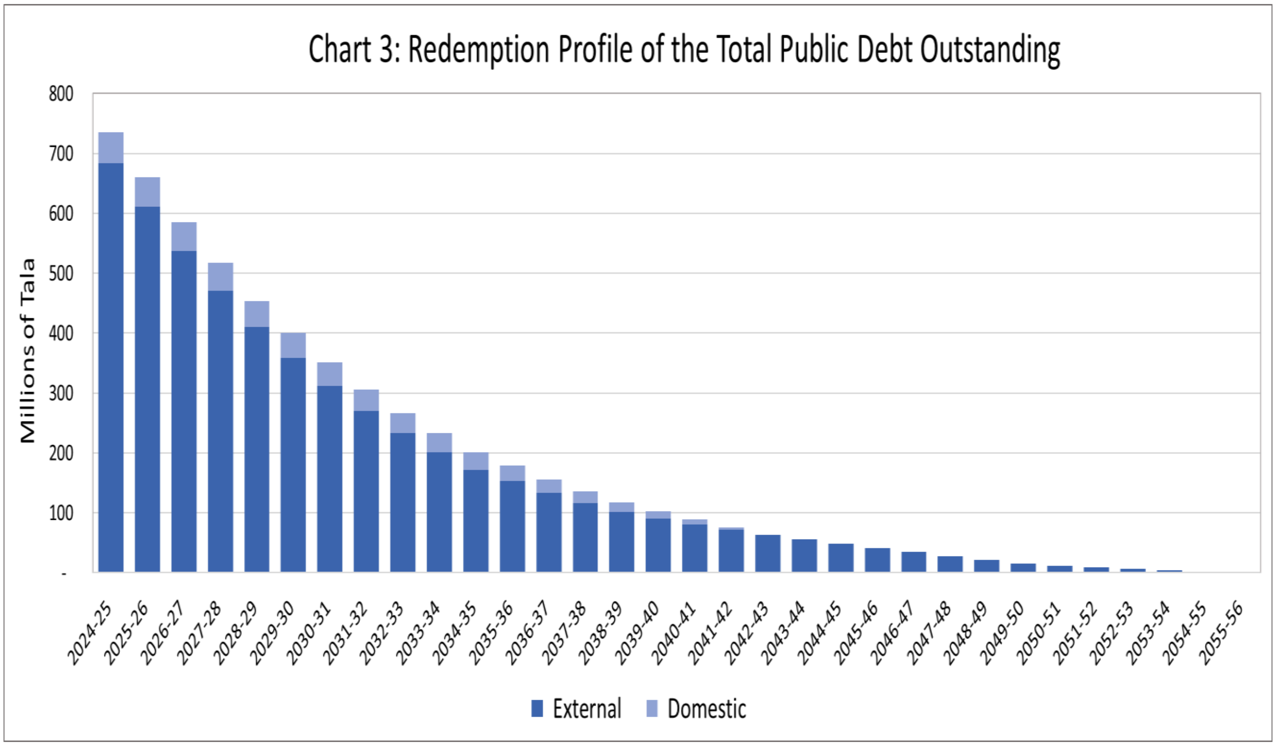


Chart 3: Redemption Profile of the Total Public Debt Outstanding
Millions of Tala
800
700
600
500
400
300
200
100
-
2024-25
2025-26
2026-27
2027-28
2028-29
2029-30
2030-31
2031-32
2032-33
2033-34
2034-35
2035-36
2036-37
2037-38
2038-39
2039-40
2040-41
2041-42
2042-43
2043-44
2044-45
2045-46
2046-47
2047-48
2048-49
2049-50
2050-51
2051-52
2052-53
2053-54
2054-55
2055-56
External
Domestic

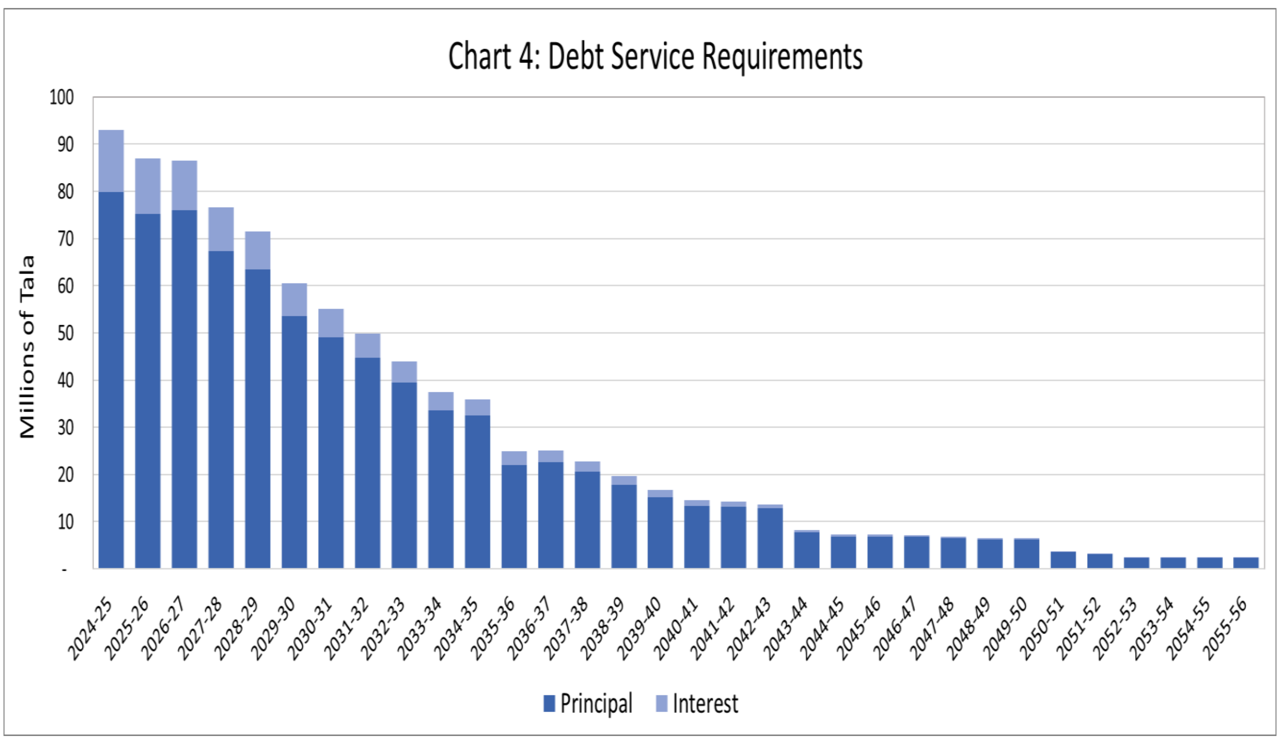


Chart 4: Debt Service Requirements
Millions of Tala
100
90
80
70
60
50
40
30
20
10
-
2024-25
2025-26
2026-27
2027-28
2028-29
2029-30
2030-31
2031-32
2032-33
2033-34
2034-35
2035-36
2036-37
2037-38
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2044-45
2045-46
2046-47
2047-48
2048-49
2049-50
2050-51
2051-52
2052-53
2053-54
2054-55
2055-56
Principal
Interest

III. REPORT ON PUBLIC FINANCE MANAGEMENT REFORMS

The Ministry of Finance remains dedicated to improving and strengthening public finance management (PFM) within Government. The PFM reforms and initiatives undertaken in FY2022/2023 align with the Finance Sector Plan FY2023-FY2027, contributing to its end-of-sector plan outcomes (ESPO 1 & 4). These efforts are outlined below:

Strengthening Budget Documentation and Resource Allocation:

- The Ministry continues to strengthen budget and resource allocation with the approval of the *Budget Estimates FY2024/25*, which have been enacted as the Appropriation Act 2024-2025. This indicates proper planning and forward-looking resource budgeting. Additionally, a short-term consultant was contracted to conduct a comprehensive review of Ministries *Key Performance Indicators* (KPIs) in the Governments Main Budget estimates, to ensure alignment with both Corporate Plans and Sector Plans. The results of this review contributed to the compilation of the FY2024/25 Budget Estimates.
- To further strengthen budget documentation, the Ministry acquired technical assistance to review the *Budget Manual*, a critical document guiding the forecasting, formulation, execution, and monitoring of the national budget. In addition, to ensure proper budget execution, the Ministry produces *Quarterly Budget Monitoring Reports* for Cabinet's information which further strengthens the budget process.
- The approval of the *FY2024/25 Fiscal Strategy Statement* which complements the national budget continues to incorporate fiscal risks through the ongoing use of the Fiscal Risk Assessment Tool (FRAT), introduced last year. This tool is still being utilized to strengthen the existing SERF model.
- The Ministry also conducted a *Budget Refresher workshop* in January 2024, aimed at informing all Government agencies about the budget cycle and processes, with the goal of strengthening the budget documentation for the National Budget Estimates.
- The ongoing budget supports from our development partners under the *Joint Policy Action Matrix* (JPAM) continues to be an avenue for Government to strengthen its budget operations and resource allocations as use of country systems is key. For FY2023/24, 17 policy actions were approved, securing a commitment of US$28 million from partners. This support is

directed toward financing the Government's deficit and addressing key priorities identified by the Ministry

Boosting Revenue Collection and strengthening Revenue administration:

- The Ministry of Customs & Revenue continues to run its refresher training for the implementation of its *Tax Invoice Monitoring System* (TIMS), in accordance with the Tax Administration Regulations 2020. To ensure that taxpayers are aware of their obligations and all regulatory requirements, a refresher training session was held on 25-26 June 2024. This session provided a critical opportunity for businesses, individuals, and in-house IT support to understand these requirements before the enforcement of penalties and fees begins in the new financial year.
- There has been progress in the Ministry's *enforcement efforts* related to the business license renewal process. Taxpayers are increasingly compliant, and the enforcement team at MCR is kept informed and updated on tax returns and any arrears that need to be settled before business license renewals.
- Consultations were conducted by the Ministry regarding the *proposed fees for tax agents*, which will take effect upon endorsement by the National Revenue Board in the next fiscal year.

Prudent Debt Management:

- In January 2024, the Public Service Commission (PSC) approved the inclusion of the new *Debt Management Division* within the Ministry's organizational structure. This decision highlights the Ministry's commitment to enhancing its capacity for prudent debt management analysis and assessments.
- The Ministry of Finance, with the support from PFTAC engaged the debt management consultant to provide technical support to the debt management staff of the Ministry. The TA through review of current policies and debt reports, and in discussions with the Ministry staff provided capacity development and enhancement recommendations to strengthen the debt management reports that further increase debt transparency in alignment to sound international practice.

- The Ministry, through the Debt Management Division, continues to issue its *quarterly debt bulletin*, which reports on the Government's debt portfolio, including contingent liabilities due to their risk exposure to the Government. There has been a declining trend in total public debt, which further decreased by 10.1%, from 907.5 million tala in FY2022/23 to 815.5 million tala in FY2023/24. This reduction is attributed to the fact that no new loans were contracted during this period.

Improving Public Investments, Programming and Analysis:

- A notable achievement for the Ministry was the Cabinet's endorsement of *the National Planning Framework* in April 2024, which adopts a holistic approach to strategic development planning. The framework outlines the various levels of development planning within the Government, along with the oversight and governance structures in place to ensure transparency and accountability in managing public resources and development assistance.
- During the Finance Sector Annual Review in December 2023, the Ministry launched its *Monitoring, Evaluation, and Learning (MEL) Framework* for the Pathway for the Development of Samoa (PDS), formerly known as SMERF. The framework reflects the overarching policy objectives and commitments outlined in the PDS and is intended to complement sector-level monitoring and evaluation frameworks.
- In efforts to improve public investments and programming, the Ministry attended a regional workshop on *Strengthening Public Investment Planning and Management*, hosted by IMF-PFTAC in Samoa. The workshop covered key aspects of sound public investment management, including alignment with national plans, project appraisals and selection guidelines, budgeting, and the effective monitoring and reporting of implementation.
- To further strengthen in-house expertise, a consultant was recruited to support the Economic Policy and Planning Division in providing hands-on training on developing Cost-Benefit Analysis, which has been incorporated into the CDC Secretariat's review of project proposals. Additionally, in June 2024, the Ministry participated in an ADB-conducted workshop on *Cost-Benefit Analysis* (CBA), which focused on benefit identification, valuation, discount rates, and sensitivity analysis. These workshops have contributed to enhancing the Ministry's capacity, ensuring that these elements are incorporated into the *Project Planning and*

Programming Manual (PPPM), currently under review, which integrates CBA in the assessment of major public investments.

Effective Management of Government Assets:

- In April 2024, the Cabinet approved the *Asset Management Policy Framework which* provides guiding principles for the effective management of Government non-financial assets with a focus on resilience, health and safety. The Ministry of Finance started socializing the policy at various forums.
- **The newly established *Asset Management Division* under the Ministry of Finance** is responsible for overseeing the implementation of the AMPF across Government ministries and SOEs, ensuring the sustained functionality and resilience of assets, particularly in the context of national emergencies.

Strengthening Cash Flow Management and Forecasting:

- Regular meetings of the *Cash Flow Committee* have enhanced the management of cash resources, enabling the Ministry to effectively monitor and control the number of Special Purpose Accounts (SPA) approved, as well as track the inflows and outflows of cash. Effective cash flow management is crucial, as it greatly impacts planning and procurement activities across the Government, emphasizing the importance of these meetings.
- In FY2023/24, the number of active SPAs was recorded at 14, a decrease from 17 in the previous fiscal year.

Improving the efficiency of Public Procurement:

- Improved procuring entities' compliance (i.e. 95.86%) with Government procurement procedures and processes through continued trainings and workshops on the *Procurement Operating Manual* (POM) for line ministries and private sector. This includes a Sensitization Procurement Workshop in September 2023 for the business community to introduce the updated National Procurement procedures and processes with the intention to improve performance and quality of Government procurement being implemented by the private sector.
- The Government actively continue the use of the *Procurement Independent Complaints & Review Procedure* (PICRP) which reviewed three complaints received in FY2023/24 through

the tender process and addressed at the Ministry level. This is an indication of ongoing efforts to maintain the integrity, credibility and effectiveness of the Government Procurement system.

Integration of Climate and Disaster Response to Finance Management Systems:

- The Ministry on behalf of the Government signed a Climate Finance Partnership arrangement with the New Zealand Government in December 2023. The NZD$15 million grant helps the Government of Samoa enhance its resilience to climate change. This financial support is not just a standalone contribution; it is aligned with the country's priorities, ensuring that climate action is effectively integrated into the Government's broader financial planning and resource allocation processes.
- Additionally, the commitments from ADB (USD$10m) and the World Bank (USD$20m) through JPAM provide emergency funding mechanisms directly tied to improving our national financial systems. By embedding disaster response options like ADB's Contingent Disaster Facility and the World Bank's Catastrophe Deferred Drawdown Option, emergency responses are financially supported and integrated with fiscal operations, ensuring seamless climate and disaster response planning.

Strengthening Internal Audit Functions across Government:

- An *Internal Audit Forum* (IAF) was held in May 2024, bringing together internal auditors from Government ministries and public bodies. The Forum aims to elevate the professional practice of internal auditing across Government and to identify priority areas for continuing professional development. These areas include pre-audit, systems audit, compliance audit, financial audit, performance audit, and investigations. Through this platform, the Ministry strengthens internal audit functions across the Government.
- The *draft Risk Management Framework* in place (subject to modifications and consultation) will provide the foundation to build a risk management culture across government ministries. The framework aims to strengthen risk-based audits across government to ensure internal audit resources are allocated to areas of high risk.

Improving Accounts Reporting:

- The Ministry held two *Chief Accountants Forums* in August 2023 and February 2024, serving as a platform to inform and remind accounting professionals across Government ministries of the relevant processes and guidelines in place. Key topics discussed for FY2023/24 included internal audit processes, payment procedures and arrears, the soft-close process, procurement, and other related matters.

- The review of the Accounting Manuals was finalized in FY2023/24. However, the Ministry is making refinements to the manuals based on the recommendations and internal discussions stemming from the review findings. The purpose of the reviewing of the manuals was to ensure the current processes were documented and in accordance with national and international accounting standards.
- To ensure financial reporting compliance with international standards, the Ministry received assistance in preparing the Public Accounts in accordance with IPSAS standards and in addressing audit recommendations from previous years.

Strengthening External Scrutiny and Audit:

- The role of the external audit continues to be strengthened in close collaboration with the Internal Audit with their active participation as part of the Government Audit Committee.
- Through the Finance Sector, external auditor has also been given the opportunity to participate in international meetings for capacity building such as the International Organisation of Supreme Audits (INTOSAIs) as well as working with the Pacific Association of Supreme Audit Institutions (PASAI) to conduct trainings on audit practices and standards.

The Ministry of Finance maintains its role as the custodian of the Public Finance Management Act 2001 (and its amendments), overseeing the implementation and monitoring of reforms through continuous collaboration and partnerships with all stakeholders involved.

IV. GOVERNMENT AUDIT COMMITTEE REPORT

MANDATE AND GOVERNANCE STRUCTURE

This report provides an overview of key internal audit activities across the Government, focusing on relevant Ministries and Public Bodies with an Internal Audit Function ("IAF") and the Ministry of Finance's investigations into public properties and money for financial year 2023/24.

It also highlights the fundamental oversight governing role of the Government Audit Committee's ("GAC") in the operations of Government Ministries and Public Bodies in relation to practices of good governance, financial and performance management, risk management and internal control practices. This oversight mechanism is instrumental in instilling confidence and providing reasonable independent assurance regarding the integrity of these practices.

Government Audit Committee

The GAC provides a structured and an independent systematic oversight of the operation of Ministries and/or Public Bodies. As appointed in accordance with the Public Finance Management (Internal Audit) Regulations 2020 ("IA Regulations 2020") and Cabinet's directive as per [FK (20) 51] dated 9 February 2021 the GAC comprises of members including the Chief Executive Officer ("CEO") of the Ministry of Finance ("MOF") as Chairperson, the Controller and Auditor General, the CEO of the Ministry for Public Enterprises ("MPE"), the Chairman of the Public Service Commission ("PSC"), and a Council member from the Samoa Institute of Accountants who is not employed in the public service.

The GAC collaborates with Ministries and related Public Bodies with Internal Audit Functions ("IAF"), through CEOs and Internal Auditors in the preparation and implementation of Annual Internal Audit Risk Assessment ("IARA") and Internal Audit Work Plan ("IAWP"), Cross Government Internal Audits and Internal Audit Reports.

In the financial year ("FY") 2023/2024, the GAC held two meetings on 24th July 2023 and 24th June 2024.

Internal Audit Function

In accordance with Regulation 3 of the IA Regulations 2020, the IAF is responsible for providing independent and objective assurance that are intended to add value and enhance the related

Government's operations. The IAF is governed by adherence to the mandatory elements of the Institute of Internal Auditors' International Professional Practices Framework (The Standards). This includes compliance with the Core Principles for the Professional Practice of Internal Auditing, the definition of Internal Auditing as outlined in the Standards, and the Code of Ethics as set forth in the IA Regulations 2020.

Investigation Function

One of the main responsibilities of IAID is to conduct investigations involving public funds and public properties. This function supports the IAF by overseeing and assessing the internal controls related to financial management and reporting across all Government Ministries and Public Bodies. The mandate for these investigations is outlined in the PFM Act 2001, the PBPA Act 2001, and the Operating Manual (Investigations on Irregularities – Public Funds and Public Property) 2020.

- Inspect and inquire into and call for any information arising from the accounts and records of accountable officers that relate directly or indirectly to:
  - Collection, receipts, expenditure, issue or use of public money; and
  - Receipts, custody, disposal, issue or use of public property.

PFM Act 2001

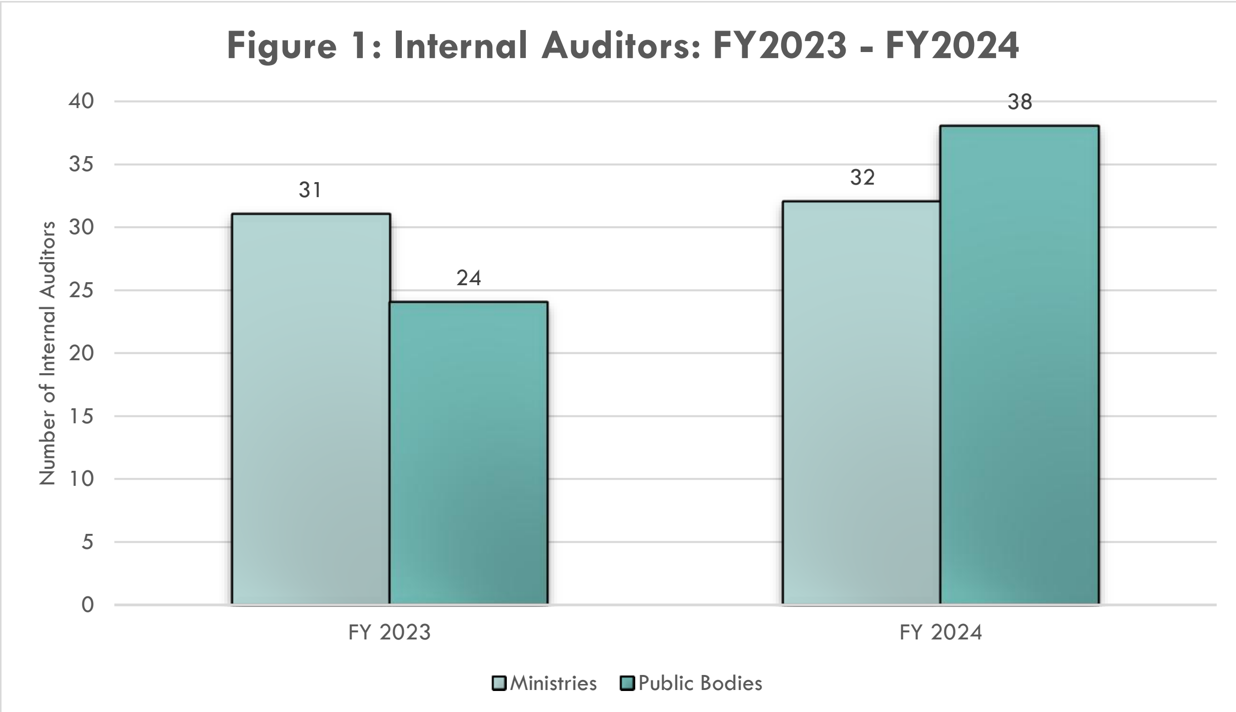
- Performance review;
- Investigation into, or inspection of the records of a public body into failure of Public Body to implement its Corporate Plan; and
- Investigation into irregularity in the management of money or property in the ownership or custody of the public body.

PBPA Act 2001

a) INTERNAL AUDIT & INVESTIGATION STATISTICS

As of 30 June 2024, the growth in the number of Government entities with an IAF increased from 27 in FY 2023 to 29. This includes 11 Ministries and 18 Public bodies. In contrast, 18 Government entities, consisting of 11 Ministries and 7 Public Bodies, have no IAF. The total number of internal auditors across the Government has also increased by 30% from 55 in FY 2023 to 70 in FY 2024.

This includes 32 internal auditors within Ministries and 38 within Public Bodies as illustrated in Figure1.



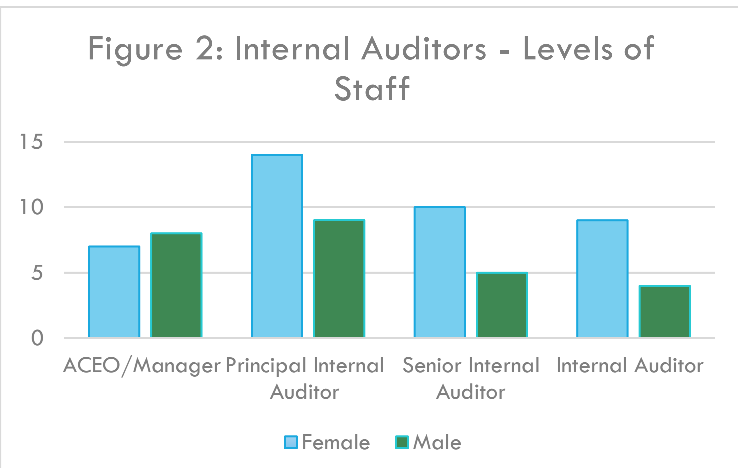
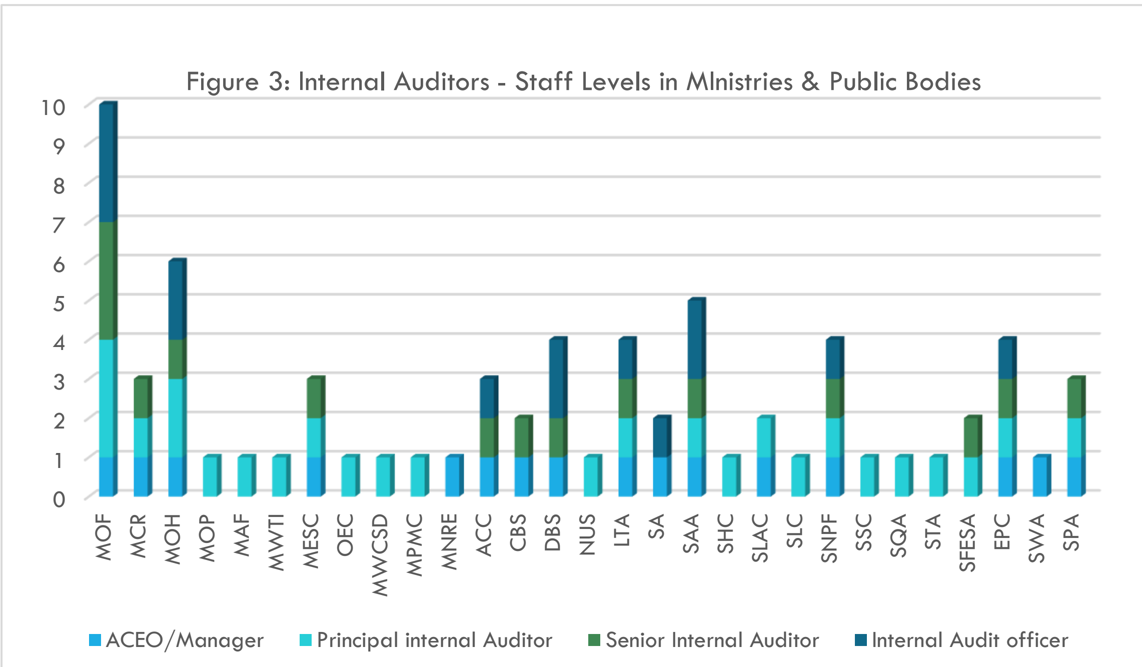


Figure 2 highlights that females hold a majority of the positions across various levels, particularly at the Principal level. While gender balance is evident at the top ACEO/Manager level, there is a distinct female dominance in the lower and mid-level roles.

Figure 3 illustrates the allocation of internal audit resources across different entities. MOF clearly plays a central role with a significantly larger internal audit team compared to other entities, having representation at all staff levels. Excluding the ACEO, five out of ten staff members are Internal Auditors conducting internal audits, while four Investigating Officers are responsible for carrying



out investigations. This reflects MOF's critical role in leading and coordinating IAFs across the Government and also provides the IAF for Government entities without IAFs, ensuring audit coverage. In entities like MOH, DBS, LTA, SAA, SNPF and EPC, there is a relatively larger internal audit team, with several staff members at various levels, indicating more developed IAFs. In contrast, many entities have minimal staffing, often limited to ACEO/Manager or Principal Internal, which may reflect their reliance on MOF for related support through the IA Forum.

Investigation Function Statistics

A primary responsibility of the GAC, as outlined in the GAC Charter, is to monitor the governance activities of Ministries and/or Public Bodies, ensuring adequate assurance regarding the procedures in place for preventing and detecting fraud within Government entities. The Government entities listed in Table 1 have Investigation functions under their respective legislations, enabling them to carry out investigations within their jurisdictions. There is no change compared to the FY 2023.

Table 1: List of Government Entities with Investigation Functions

Ministries / Offices	Division/Unit	Staff & Position Level	Investigation Function
Ministry of Finance	Internal Audit and Investigation	Principal Officer (1) Senior officer (1) Officers (2)	PFM Act 2001- Inspect and inquire into and call for any information arising from the accounts and records of accountable officers that relate directly or indirectly to Collection, receipts, expenditure, issue or use of public money, and receipts, custody, disposal, issue or use of public property. PBPA Act 2001- Performance review and Investigation into, or inspection of the records of a public body into failure of Public Body to implement its Corporate Plan and Investigation into irregularity in the management of money or property in the ownership or custody of the public body.
Ministry for Customs & Revenue	Post Compliance Audit Audit & Investigation	Principal Officer (1) Senior Officer (1) Officers (3) ACEO Principal Officers (4) Senior Officers (5) Officers (10)	Customs Act 2014 - Handles investigations related to customs. Tax Administration Act 2012- Handles investigations related to tax evasion and revenue-related offenses. MCR does not undertake investigations pertaining to the Public Sector.
Ministry of Police, Prisons & Correction Services	Criminal Investigations		Investigations under the Crimes Act
Public Service Commission	Legal & Investigation Services		Investigations into breaches of the Code of Conduct under the Public Service Act 2001
Samoa Audit Office	Special Audit Unit		Audit Act Part 4 Number 38- The Special Audit deal directly with the examination and investigation of inquiries that relate to fraud, abuse, waste and corruption using a clinical and structured approach. They also undertake other operational work including performance audits, assistance with parliament reporting, good practice guides and other matters relating to ethics and integrity.
Office of the Ombudsman	Special Investigation Services		Investigations into Human rights

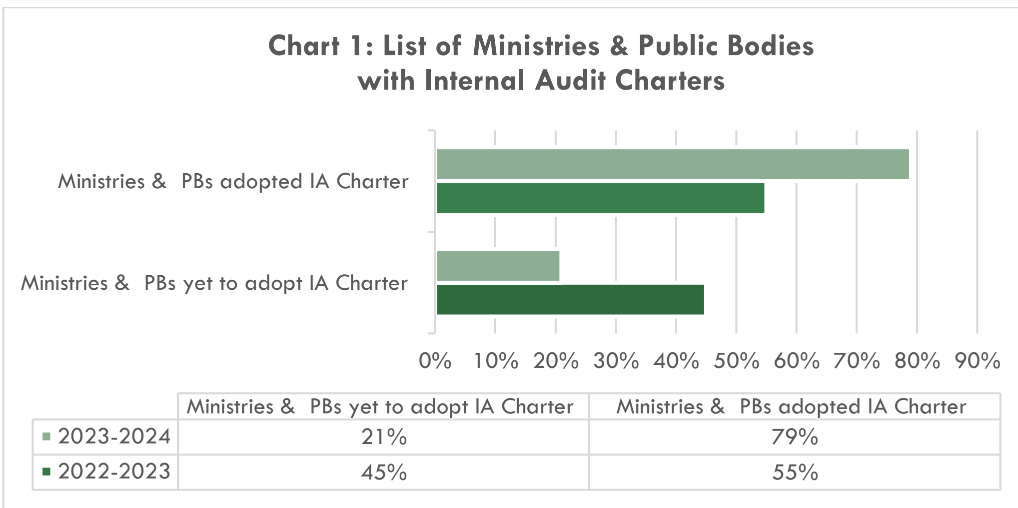
b) FINANCIAL YEAR HIGHLIGHTS

Adoption of Charters

Pursuant to the IA Regulations 2020 and Cabinet Directive FK (20) 51 (Komiti o le Su'eina o Tusi mo Matagaluega ma Ofisa uma a le Malo), the GAC has approved both the GAC charter and the IA charter, effective 21 December 2022.

i. *Government Audit Committee Charter*
The GAC charter outlines the role of the GAC, organization principles, oversight function and administrative arrangements and functions as stipulated in regulation 11 to 15 of the IA Regulations.

ii. *Internal Audit* Charters
The IA charter as stipulated under regulation 4 of the IA Regulations, governs the operations of the IAF in Ministries, Offices and Public Bodies.



The adoption of IA charters among Government entities has significantly increased from the FY 2023 to FY 2024. As illustrated in chart 1 above, the adoption rate increased in FY 2024, with all ministries (100%) adopting their IA charters and the adoption rate among public bodies rising to 66% (twelve public bodies). With the total number of Government entities increased to 29 in FY 2024, the number of entities adopting IA charters and the overall adoption rate increased from 55% to 79%, representing twenty-two Government entities.

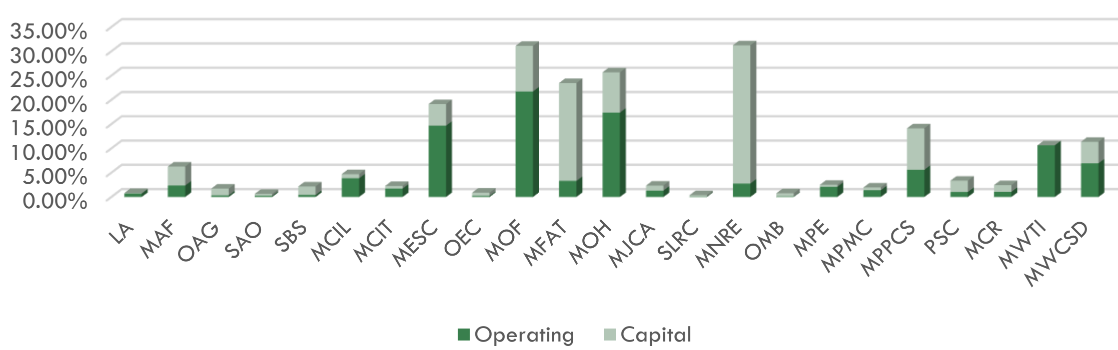
Risk Based Audit of Procurement across the Government

Pursuant to the Cross Government Annual IAWP for the FY 2024, the IAID, in collaboration with members of the IA Forum, conducted a Risk Based Audit ("RBA") of Procurement processes across the Government. Procurement was consistently identified as one of the highest-risk components during the Cross-Government Risk Assessments for FY 2024.

The scope of the RBA included a review of procurement processes within Ministries and Public Bodies with IAF. This included an examination of procurement processes for goods, services, works, consultancy services, and general services, encompassing both operating and capital expenditures for the Government. The analysis of data from Finance One as depicted in figure 4 indicated that MOF has the highest proportion of operating expenses for the FY 2024 at 21.73%, highlighting its substantial role with day-to-day procurement activities and operational expenditures. Additionally, MOF's capital expenditure stands at 9.40%, likely due to its responsibility for managing the main Government buildings, both domestically and overseas.

In contrast, the Ministry of Natural Resources and Environment ("MNRE") leads in capital expenditures with 28.47%, reflecting a significant focus on procurement related to long-term assets and major projects. MNRE's operating expenditures indicated 2.76%, reflecting moderate spending on day-to-day functions.

Figure 4: Procurement of Government expenditures



Among Ministries with IAFs, 82% (9 out of 11) have completed and submitted their RBA procurement reports to the GAC through the IAID. For Public Bodies, 50% (9 out of 18) have completed and submitted their RBA reports. In total, 62% (18 out of 29) of entities have completed their RBAs of procurement and submitted reports to the IAID for referral to the GAC and compilation of the overall RBA procurement report. The Ministries and Public Bodies that did not submit reports, including the MNRE, Office of the Electoral Commission ("OEC"), Samoa Airways ("SA"), and the

Samoa Tourism Authority ("STA") previously had vacant Internal Auditor positions, which have been filled following the procurement audit.

The RBA of procurement indicated several key findings, with Government entities identifying both high and moderate risks. It highlighted the absence of procurement plans, inadequate documentation practices, and issues related to contract management. Additionally, non-compliance with procurement procedures, outstanding payments, and inefficiencies in accounting systems were noted. A lack of procurement training for related staff in related Government entities, further contributed to these challenges, emphasizing the need for improvement in procurement processes and controls across related Government entities.

The overall conclusion from the Cross Government RBA procurement, was that the adequacy and effectiveness of procurement processes controls in operation across the audited Ministries and Public Bodies, were deemed "needs improvement" in addressing the assessed risks. Two key recommendations including the need to (1) strengthen procurement planning and compliance and (2) provide targeted procurement training for related staff to ensure understanding and compliance with established guidelines are essential for implementation across related Government entities.

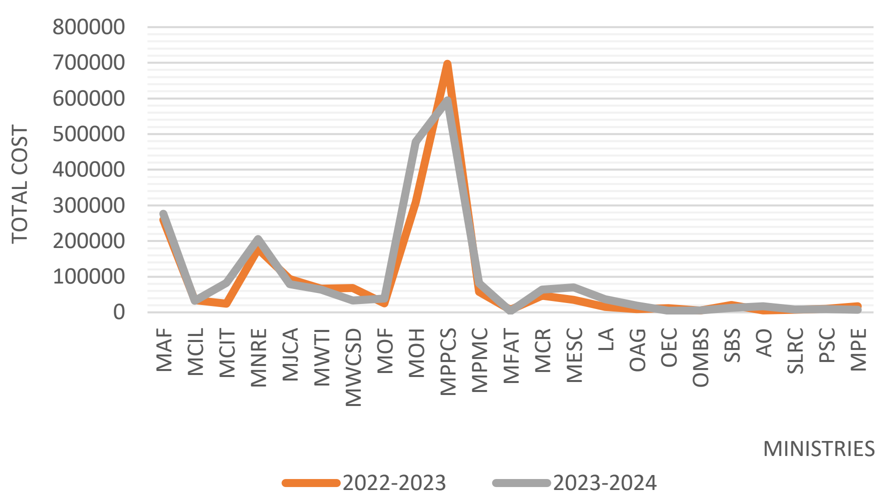
Risk Based Spot Check Review

MOF IAID conducted Risk Based Spot Check Reviews ("RBSCR") of related Ministries and Public Bodies in FY 2024, focusing on high-risk areas identified in the Cross Government Risk Assessment for FY 2024 that were not included in the Cross Government Annual IAWP. This proactive approach aimed to identify potential risks and recommend timely corrective actions, thereby assessing the effectiveness of internal controls in line with Government policies in order to address risks that could hinder the achievement of organizational goals. Only six Government entities including the Ministry of Communications & Information Technology, Ministry of Education & Culture ("MEC"), Ministry of Commerce Industry and Labour, Ministry of Justice and Court Administration, Office of the Attorney General and Samoa Bureau of Statistics were covered. Excluding MEC which has its own IAF, the five entities without IAFs represents just 21% of the total Government entities without IAFs. This limited coverage highlights the strain on IAID 's capacity due to resource constraints. Internal Audit tests assessed the effectiveness of related internal controls and processes for receipts, petty cash, and motor vehicles. Based on findings, it was concluded overall that the controls and processes tested and assessed were operated effectively and reasonably assured that risks were being managed effectively.

Pre-audit of Motor Vehicle Expenses

IAID also conduct pre-audits on motor vehicle payments, covering maintenance, repairs, and related services as a proactive approach to assist with control and deter weaknesses in the payment system, thus ensuring compliance with the Treasury Instructions. The pre-audit process is also a mechanism that detects potential irregularities, such as unreported damages to vehicles, aligning with regulatory requirements. Figure 5, shows the trend of total payments pre-audited for FY 2024 compared to FY 2023 and for the respective Ministries.

Figure 5: Overall TY11A Analysis



In FY 2024, expenditure increased by 10% compared to FY 2023, reflecting higher spending on vehicle maintenance and repairs, in particular for the Ministry of Health. This increase in spending was attributed to the expansion of the fleet from 86 to 97 vehicles. As indicated in table 2, the total cost recorded for repairs and maintenance across 23 Ministries was $2.2million tala. The Ministry of Police, Prisons & Correction Services ("MPPCS") continued to incur the highest costs, totaling $0.59 million tala, despite a decrease in their overall expenditure. This was followed by the Ministry of Health ("MOH") at $0.48 million tala and the Ministry of Agriculture and Fisheries ("MAF") at $0.27 million tala. The Government fleet increased by 8% from FY 2023 to FY 2024. In terms of average cost for maintenance and repairs per vehicle, the Ministry of Communications, Information and Technology ("MCIT") had the highest average cost at $9,193.37 tala for a fleet of 9 vehicles. In comparison, MAF had an average cost of $5,421.60 tala for a fleet of 51 vehicles, and MOH had an average cost of $4,928.81 tala for a fleet of 97 vehicles.

Table 2: Total cost spent by Ministries for Repairs & Maintenance

OVERALL TY11A ANALYSIS FOR MINISTRIES – FY 2024			
MINISTRIES	**TOTAL VEHICLES**	**TOTAL COST**	**AVERAGE COST**
MAF	51	$ 276,501.41	$ 5,421.60
MCIL	12	$ 32,753.15	$ 2,729.43
MCIT	9	$ 82,740.32	$ 9,193.37
MNRE	61	$ 205,857.08	$ 3,374.71
MJCA	24	$ 79,384.53	$ 3,307.69
MWTI	16	$ 63,403.25	$ 3,962.70
MWCSD	19	$ 33,700.14	$ 1,773.69
MOF	21	$ 39,086.98	$ 1,861.28
MOH	97	$ 478,094.29	$ 4,928.81
MPPCS	169	$ 594,579.98	$ 3,518.22
MPMC	29	$ 82,026.65	$ 2,828.51
MFAT	10	$ 3,142.22	$ 314.22
MCR	15	$ 63,764.30	$ 4,250.95
MESC	17	$ 70,302.36	$ 4,135.43
LA	13	$ 36,598.38	$ 2,815.26
OAG	7	$ 19,048.79	$ 2,721.26
OEC	3	$ 4,152.18	$ 1,384.06
OMB	5	$ 5,767.27	$ 1,153.45
SBS	8	$ 13,009.50	$ 1,626.19
AO	4	$ 17,498.74	$ 4,374.69
SLRC	3	$ 8,161.09	$ 2,720.36
PSC	5	$ 9,097.15	$ 1,819.43
MPE	4	$ 7,172.95	$ 1,793.24
Total	**602**	**$ 2,225,842.71**	**$ 72,008.55**

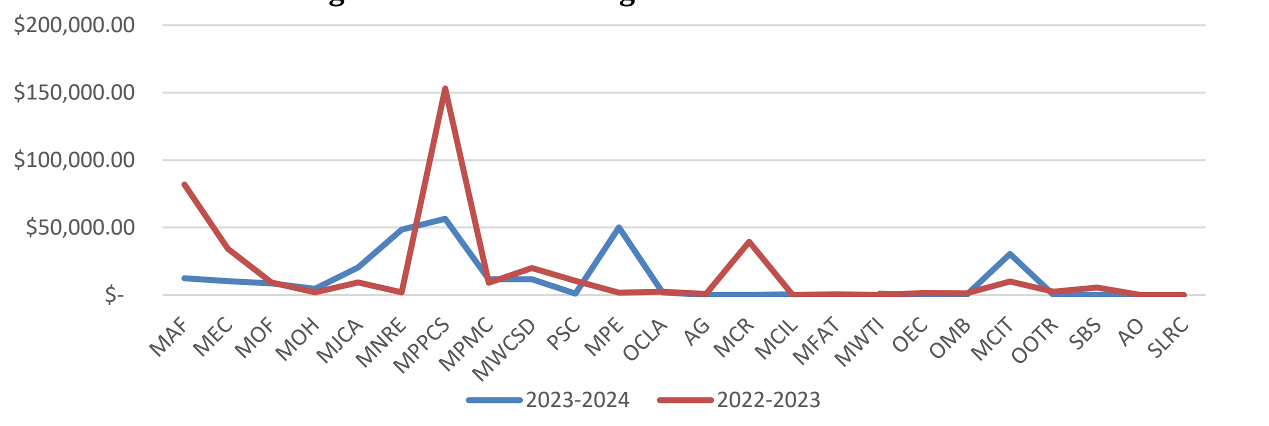
Irregularity Reports and Special Investigations

In FY2024, IAID received 69 Irregularity Reports (IRs) from various Ministries, compared to 106 in FY 2023, indicating a decrease in IRs. Despite this reduction, the Ministry of Police, Prisons & Correction Services consistently reported the highest number of IRs for both years. However in FY 2024, both the MAF and MEC, experienced a significant decline in reported irregularities, compared to FY 2023.

Figure 6 reflects the cost of damages for properties reported through IRs from each Ministry for FY 2024 compared to FY 2023. In FY 2024, MPPCS reported the highest overall cost of damage, totaling

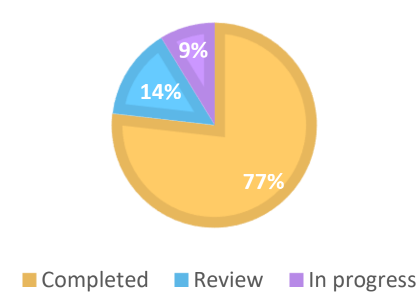
$56,475 tala, maintaining its leading position from FY 2023. The Ministry of Public Enterprises reported the second-highest cost at $50,170 tala (a significant increase compared to FY 2023), primarily due to the costs of damages to vehicle MPE03, which was eventually written off. The MNRE followed with $48,400 tala. Further analysis indicated that 40% of Ministries reported damage costs below $10,000tala. Compared to FY 2023, where total damage costs amounted to $396,063 tala, FY 2024 reflects a significant decrease to $276,463.09 tala, a reduction of approximately 30% mainly due to a decline in the number of IRs reported.

Figure 6: Cost of Damages in FY23/24 vs FY22/23



For this financial year, 77% of the 69 Irregularity Reports (IRs) received were completed, with 14% in review phase and 9% in the reporting phase, as reflected in Chart 2. Additionally, 30% of 106 IRs received in FY 2023 which were in review and incomplete phases in FY 2023 were completed by the end of this financial year. Special investigations conducted within FY 2024, included investigations into the allegations regarding to the misuse of public properties and public funds at the Samoa National Provident Fund, as well as mismanagement of public funds of five districts under the District Development Program.

CHART 2:IRREGULARITY REPORTS SUMMARY FY2024



V. LABOUR & EMPLOYMENT EXPORT PROGRAM REPORT

This is the first report on the operations of the Labour & Employment Export Program for financial year 2023/24 under the Ministry of Finance.

Background

Labour mobility (the movement of citizens to other countries for employment opportunities) remains intricately linked to Samoa's economic aspirations, playing an increasing role in shaping workforce dynamics and social-economic outcomes. Temporary labour mobility schemes or 'seasonal work schemes' as commonly referred to, is another means to support poverty alleviation at the individual, household and community level through increased employment opportunities. These schemes have allowed for increased disposable income through remittances, skill enhancement, and the transfer of knowledge, all of which can contribute to a stronger and more resilient economy.

National Significance

At the national level, the importance of Labour Mobility is further underpinned by its inclusion in the Pathway for the Development of Samoa (PDS) 2021/22 – 2025/26, under Key Strategic Outcome Two (2): Diversified and Sustainable Economy, Key Priority Area 10: Increased Labour Mobility. Additional to its direct connection to the aforementioned, the schemes can also be linked to other outcomes and priority area such as:

Key Strategic Outcome: Improved Social Development	
Key Priority Area 1	Alleviating Hardship
Key Priority Area 4	People Empowerment
Key Priority Area 5	Skilled Workforce

Key Strategic Outcome: Security and Trusted Governance	
Key Priority Area 13	Improved Accountability
Key Priority Area 14	Dynamic Global Relations and Partnerships

Owing to the scope of the impacts of Labour Mobility, there is close and intersecting linkages of work undertaken by the Ministry of Finance with other line Ministries and agencies which includes but not limited to: Ministry of Foreign Affairs and Trade (MFAT) , Ministry of Commerce Industry and Labour (MCIL) , Ministry of Women, Community and Social Development (MWCSD), Samoa Public Service Commission (PSC), Samoa Bureau of Statistics (SBS), Samoa Qualifications Authority (SQA), Central Bank of Samoa (CBS) and Samoa Chamber of Commerce.

International Relations Front:

Samoa's participation in existing temporary labour mobility schemes is underpinned by its bilateral labour mobility agreements with the Governments of Australia and New Zealand. The two key bilateral agreements Samoa is currently signatory to are:

i. Recognised Seasonal Employer (RSE) Scheme: New Zealand based. Signed in 2007.Allows for movement of Samoan citizens to undertake work in agriculture and viticulture sectors only for up to 7 months.
ii. Pacific Australia Labour Mobility (PALM Scheme. Australia based. A merger of two previous schemes Samoa was signatory to in 2012 (Seasonal Work Program - SWP) and 2018 (Pacific Labour Scheme – PLS). Allows for movement of Samoan citizens to undertake work in various approved sectors for periods ranging from 9 months to 3 years respectively.

1) Governance and Administration of Temporary Labour Mobility Schemes

The Labour & Employment Export Programme (LEEP) Division is mandated under the Labour and Employment Relations Amendment Act 2023 to facilitate and administer the placement of Samoan citizens in overseas employment under bilateral agreements with other countries. The LEEP was initially known and established as the Seasonal Employment Unit under the Ministry of Prime Minister (MPMC) in 2007, and transitioned as the LEEP Division to the Ministry of Commerce Industry and Labour (MCIL) in July 2017.

Following a cabinet reshuffle in October 2023, the LEEP Division was transferred from the Minister of Commerce, Industry & Trade's portfolio to the Minister of Finance's portfolio under the Ministry of Finance. The new office outside the Ministry of Finance, located at the SNPF Building was officially opened on the 26th of July 2024, following renovations funded under an existing grant assistance on labour mobility from the Government of Australia. The new office was officially opened by the Minister of Finance. In addition, a LEEP Taskforce was established under Cabinet Directive and is chaired by the Minister of Finance to provide oversight to the program.

The LEEP team comprises of two units namely the Operations Unit and Information Policy & Strategy Unit, with technical support from Australia and New Zealand. The work the Operations Unit undertake mainly encompasses the recruitment and mobilisation processing of workers, updating and collation of information of registrants on the In-Country Recruitment Database (IRD), while the Policy Unit is responsible for information management and reporting on LEEP; policy and systems design; training & capacity development, stakeholder advocacy & coordination; and secretariat support to the LEEP Taskforce.

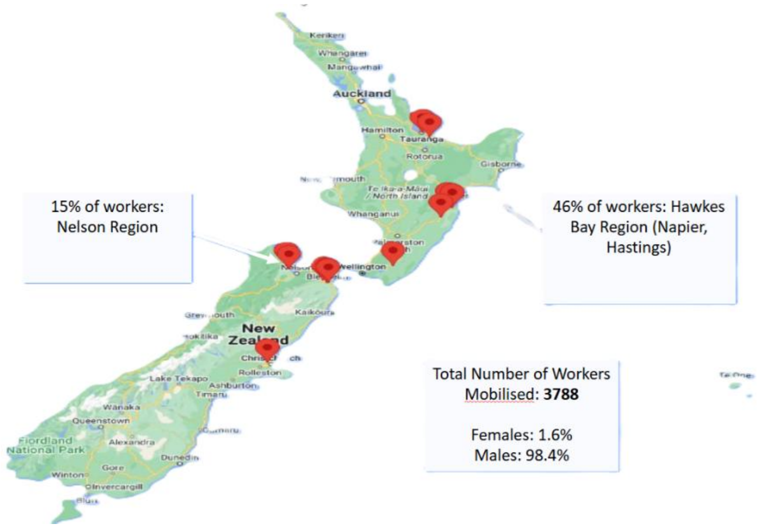
Separate from the LEEP staff who facilitate and administer the schemes in-country, the Government of Samoa also has appointed Country Liaison Officers (CLOs) who are based in both New Zealand (Nelson & Hawkes Bay) and Australia (Sydney & Brisbane). CLO funding and oversight has transitioned to the Samoa Ministry of Foreign Affairs (MFAT) under their respective Consulate offices in Auckland NZ and Sydney Australia. CLOs provide much needed support to Samoan citizens mobilised under the schemes whilst they are abroad and also work in liaison with approved employers and other program accredited stakeholders in their respective country of posting.

2) Status of Samoa's Participation in the Temporary Labour Mobility Schemes.

Recognised Seasonal Employer Scheme (RSE):

i. Mobilisations

- An estimated 3,788 Samoan citizens were mobilised under the New Zealand based RSE Scheme for FY2023/24 (98.4% males & 1.6% females);
- A total of 49 RSE Employers recruited Samoan workers for the period with the biggest (in terms of worker numbers) being Mr. Apple NZ Limited;
- Whereas workers are mobilised across various regions in both the North Island & South Island, the top 2 regions with the highest concentration of workers are Hawkes Bay (pipfruit, strawberry and vineyards) and Nelson (pipfruit and kiwifruit).



ii. **Challenges and Reported Incidents**

For the reporting period, the main overarching challenges to the scheme as noted by Country Liaison Officer (CLOs) as well as LEEP staff are:

- Community Perceptions: RSE workers are sometimes censured for actions of other non-RSE Samoan workers in the community.
- Location and Logistics: Some workers mobilised to remote locations in the South Island can only be visited when weather and road conditions permit (especially during winter)
- Administration Limitations: Instances where there are delays in approvals of ATRs, visas or handling of travel documents
- Geographical Spread of Workers: There is a great need to finalise the recruitment of CLO position for the North Island
- Gender Disparity: Minimal representation of women on the scheme. RSE only allows for employment in the Horticulture and Viticulture industries, which generally have roles that require heavy lifting or manual work in the orchards.

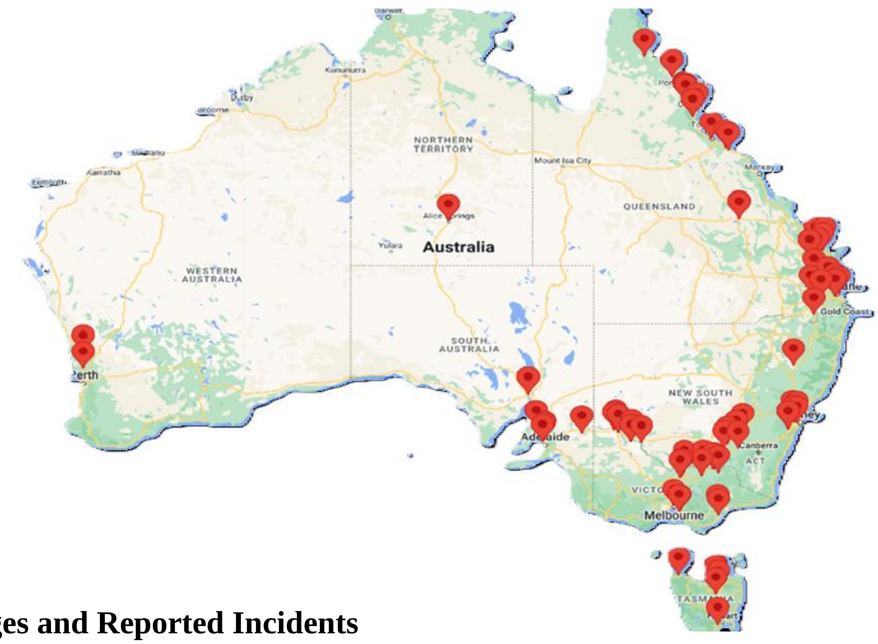
In terms of incidents involving workers, these are reported by employers directly to CLOs and recorded on the In-Country Database (IRD). Examples of incidents reported for FY2023/24 include health issues/illness requiring hospitalisation, termination and repatriation, workplace accidents causing injury, sexually offensive behaviour and breaching work visa conditions.

Pacific Australia Labour Mobility (PALM) Scheme:

i. Mobilisations

- An estimated 2,745 Samoan citizens were in Australian under the PALM Scheme during the reporting period (84.6% male & 15.4% female);
- A total of 76 PALM had Samoan workers in Australia within this timeframe;
- Whereas workers are mobilised across various regions of Australia the top 2 regions with the highest concentration of workers are Queensland and New South Wales.

Geographical distribution of Samoan workers across Australia



ii. Challenges and Reported Incidents

For the reporting period, the main overarching challenges to the scheme as noted by Country Liaison Officer (CLOs) as well as LEEP staff are:

- Diaspora Involvement especially in cases where they provide misleading or incorrect advice to workers;
- Location and Logistics: Some workers are mobilised to remote locations which requires extensive travel back and forth for CLOs visits;
- Robust privacy laws which at times prevent CLOs from receiving critical information and providing support to workers;

- Mandatory Stand Down Period – Employers not agreeing with the offshore mandatory period. This is the required timeframe where workers returning home upon the completion of contracts are not eligible to mobilise or reapply for another contract.

In terms of incidents involving workers, these are reported by employers directly to CLOs and recorded on the In-Country Database (IRD). Examples of incidents reported for FY2023/24 include deaths from vehicular accidents, health issues/illness requiring hospitalisation, termination and repatriation, workplace accidents causing injury, sexually offensive behaviour, domestic violence and breaching work visa conditions.

3) Samoa's Policy for Temporary Labour Migration 2023

Since the approval by Cabinet in June 2023 of the Policy for Temporary labour Migration Schemes under the Labour Mobility Schemes of Australia and New Zealand[3], there has been notable progress on implementation following LEEPs transition to the Ministry of Finance.

The Policy confirms the shifting of focus and the need to balance the gains and costs of labour mobility for Samoa especially as the schemes expand in scale and scope. Furthermore, the aim of the Policy is to address four (4) main concerns:

i. Eroding domestic labour market – skills drain and population loss;
ii. Social and cultural impact of the schemes especially in communities with high concentration of mobilised residents;
iii. Worker welfare and wellbeing – the increase in reported violations of labour and human rights by approved employers and labour hire companies
iv. Oversight and transparency – the narrow base of beneficiaries and unchecked recruitment and selection processes

Given the scale of interest in labour mobility and the scope of its impacts, socialization of the Policy post-Cabinet approval encompassed a range of stakeholders including Local Representatives of various Employers (or agents), District Councils in both Upolu and Samoa, Private Sector as well as Government of New Zealand and Australia via High Commission Offices. Furthermore, the Deputy

[3] E-Version: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://mof.gov.ws/wp-content/uploads/2024/08/RSE-POLICY-2023.-Fuafuaga-o-faatinoga-mo-le-faigafaavae-mo-galuega-faavaitaimi-i-ausetalia-ma-niu-sila-5-41-1.pdf

CEO for Policy for the Ministry of Finance had the opportunity to present the Policy to New Zealand RSE employers at the Recognized Seasonal Employer and Horticulture Conference in Mount Maunganui on 28 August 2024.

i. Status of Key Reforms Outlined in the Policy

Reform	Action Points	Status
Constituency Engagement Model	**i.** Decentralisation of process, incorporating District Councils into the initial stages of recruitment process where they will pre-screen and register candidates via the In-Country Recruitment Database (IRD)	At the conclusion of the FY2023/24, 47 District Councils out of 51 confirmed participation to take part in the new process
Self-Imposed Cap or Limit on Annual Mobilisations	ii. Restricting the number of Mobilised workers to 6,000 for RSE and 6,000 for PALM (annually) **iii.** LEEP Division to monitor	Total consolidated mobilisation numbers for FY2023/24 is still below 50% of the combined cap of 12,000 workers
Introduction of Relevant Annual Fees (Cost Recovery Measure)	iv. Administration Fee for Workers ($50tala) **v.** Participation Fee for District Councils ($1,000tala) **vi.** Registration Fee for Agents or Third-Party Recruiters ($10,000tala) **vii.** Accreditation Fee for Approved Employers in NZ & AUS ($1,000 - $10,000)	The National Revenue Board approved the charging of the Administration fees for Workers ($50tala) and the Participation Fee for District Councils ($1,000tala) –which came in to effect on the 1st July 2024 (following financial year) The fees for Registration of Agents and accreditation of Approved Employers have been deferred until further socialization of the fees are done with relevant stakeholders.

4) Opportunities and Way Forward

1. **Framework for Formal Recognition of Skills:**

Workers gain valuable skills and experience that can be transferred back to benefit the local employment market. Key considerations that always come up when discussing Skills is how to formally recognize both skills and experience acquired by the workers and how to standardize it across the region.

The schemes also open doors for vocational training and improving skill sets for the workers whilst aboard.

2. **Improved Social Protection and Economic Outcomes:**

Besides economic remittances and remuneration, there are now more social benefits and entitlements, and other support mechanisms to safeguard workers. The provision of ease of access to more and more workers in both New Zealand and Australia to directly contribute to their superannuation with the Samoa National Provident Fund (SNFP) remains a key social protection initiative. The Government of Samoa was the first in the Pacific to initiate this arrangement for its RSE workers. The value of voluntary SNPF contributions for RSE Workers for the FY2023/24 alone is estimated to be close to three (3) million tala.

3. **Gender Equality and Inclusivity:**

There are opportunities for more women to participate in seasonal work schemes, particularly in sectors outside of the agriculture and meatworks sectors, allowing for more gender-inclusive economic empowerment

4. **Diversification of Labour Markets:**

While New Zealand and Australia remain a significant Labour Mobility partner for Samoa, there is a growing interest in diversifying destinations for workers, to include our neighbours in the Pacific Region (ex. American Samoa). In July of 2024, the Inter-Agency Understanding (IAU) for the first managed Intra-Pacific Labour Mobility Pilot was signed between Niue and Solomon Islands. It will be worth keeping an eye on the progress of this Pilot.

5. **Digital Platforms and Remote Work:**

The rise of remote work presents an emerging opportunity for Pacific Islanders including Samoa to engage in international labour markets without leaving home, courtesy of more options for remote jobs in IT, customer service, and other knowledge-based sectors.

6. **Public-Private Partnerships for Successful Reintegration:**

There is much success when Government, international organizations, private sector and communities engage and work together to create sustainable opportunities for returning citizens to successful integrate into their families, communities and local employment market.

7. Capturing A Key Milestone: LEEP Office Launch

Minister of Finance, CEO MOF, LEEP Division and Pacific Labour Facility Support Staff at the Official Launch of the new LEEP Office at SNPF Building, and with stakeholders

VI. MINISTRY OF FINANCE STAFF PHOTOS

Finance Sector Annual Review on December 4-5, 2023 and Launch of PDS Monitoring, Evaluation, and Learning Framework


Pinktober 2023- Staff Supporting the Cause by wearing pink

Management Team at the Opening of the new Government Bowser


Official Opening of the new Government Petrol Station


ADB Vice President for East and Southeast Asia and the Pacific visit to Samoa


World Bank Board of Directors Visited Samoa: 31 January – 3 Feb 2024


IT Training- staff introduction to Microsoft 365


Chief Accountants Forum

Half Day and National Clean-Up to raise awareness about the Dengue Fever Outbreak- August 2023

Staff Social Acitivity- PSC Day 2023

Labour Mobility Policy Awareness Program in Savaii
1-3 May 2024

Finance Sector Prayer Service- May 2024

Review Mission concluded for two more projects under the Transport and Infrastructure Sector within the week 23-27 October 2023.

Samoa PSC Day October 2023

Finance Sector Review; December 2023

IMF-PFTAC Regional workshop on strengthening Public Investment Planning and Management in the Pacific