



Government of Samoa

Ministry of Natural Resources & Environment

CORPORATE PLAN 2008 - 2011

ACRONYMS

ADB	Asian Development Bank
AusAID	Australian Aid Programme
BCH	Biosafety Clearing House
CIM	Coastal Infrastructure Management
CMS	Coastal Management Strategy
CP	Corporate Plan
CGPS	Continuous Global Positioning System
DCA	Development Consent Application
EIA	Environmental Impact Assessment
EU	European Union
FAO	Food & Agricultural Organisation
FVS	Formula Valuation System
GEF	Global Environment Facility
GIS	Global Information Systems
GPS	Global Positioning Systems
GHG	Green House Gas
GMO	Genetically Modified Organisms
ICAO	International Civil Aviation Chicago Convention
ICT	Information and Communication Technology
JICA	Japan International Cooperation Agency
MNRE	Ministry of Natural Resources & Environment
MDG	Millennium Development Goals
MEA	Multilateral Environmental Agreements
MPA	Marine Protected Areas
NAPA	National Adaptation Plan of Action
NCSA	National Capacity Self Assessment
NGHGAS	National Green House Gas Abatement Strategy
NISAP	National Invasive Species Action Plan
NIP	National Implementation Plan
NWRIMS	National Water Resources Information Management System
PEA	Preliminary Environmental Assessment
PICPP	Pacific Islands Climate Prediction Project
POPs	Persistent Organic Pollutants
PoWPA	Programme of Work Protected Areas
SamFris	Samoa Forest Resource Information System
SIA	Spatial Information Act
SLM	Sustainable Land Management
TNA	Training Needs Analysis
UNDP	United Nations development Programme
UNEP	United Nations Environment Programme
UNCCD	United Nations Convention to Combat Desertification
UNFCCC	United Nations Framework Convention on Climate Change
WMO	World Meteorological Organisation

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INTRODUCTION

This fourth Corporate Plan (CP) for 2008-11 follows from the third Plan (2006-08) of the Ministry of Natural Resources and Environment (MNRE) which was reviewed in March 2008. In line with the new '*Strategy for the Development of Samoa (SDS) 2008-2012: Ensuring Sustainable Economic and Social Progress*'; the revised CP incorporates the national vision of the SDS for "Improved Quality of Life for All". An important feature to note in the SDS is the clear identification of national development Priority Areas and one of which is on 'Environmental Sustainability'. This is a very important milestone as it demonstrates Government's commitment to recognise environmental management as a priority and a key determinant to sustainable development. This is a significant component that was not outlined in previous SDS although the environment was considered as a cross-cutting issue that impacts all aspects of development. The SDS highlights a number of environmental issues to be addressed in order to ensure sustainable development. With MNRE as the key implementing agency, the Government aims to promote the integration of sustainable development into policies, programmes and projects while at the same time, address Samoa's obligations under Target 7 of the MDG Goals. Thus, the environment will feature prominently as a cross-cutting consideration in all planning activities. This also reaffirms the Ministry's responsibilities for sustainable environmental management, implementation, compliance and monitoring during the Plan period.

During the last corporate plan review in 2006 several institutional changes within the Ministry took place such as the transferral of the Meteorology and Forestry Divisions from the Ministry of Agriculture, Forests, Fisheries and Meteorology (MAFFM) to MNRE, the re-establishment of the Planning and Urban Management Agency (PUMA) within the Ministry (previously transferred under the Ministry of Works, Transport & Infrastructure/MWTI), the establishment of new Divisions such as the: Water Resources, Renewable Energy (previously under the MWTI), the Global Environment Facility Services (GEF) and the Legal Services Division. These major changes have not only enhanced the profile of the Ministry but have demonstrated a more strategic approach towards the sustainable management of natural resources and the environment. There are also proposed changes to establish a fully operational Information & Communication Technology (ICT) Division and the tentative transferral of the Building Inspection Section from the MWTI under the Ministry to operate with the PUMA Division. In light of these changes, it is also important to note how the Ministry has come a long way from a technical service provider under the Department of Lands, Survey and Environment (DLSE) to a more structured and diversified Ministry with the focus on conservation and sustainable resource management. Although the changes were necessary in response to the government's institutional reforms, improvements in the areas of human resource and financial management have proved to enhance the efficiency and effectiveness of the Ministry with regards to transparency, accountability, and participation in procedures.

Other significant changes to note include the relocation of the Ministry to the new Development Bank of Samoa (DBS) Building which has also contributed positively to improved service delivery and the efficient coordination and management of resources and facilities. Prior to the move, the Ministry was widely scattered at six (6) different locations and the relocation took place at a very opportune time as there was much concern regarding safety standards with the old premises and years of operation from different locations. A new refurbished office for the Meteorology Division was officially opened in December 2007 and it also recognised the continued support and commitment of the Government to ensure that the Ministry is fully operational to better serve the people of Samoa.

The Government has also considered other functions to be included under the Ministry's responsibilities with regards to flooding and drainage problems and its effect on people, sewage treatment, solid wastes disposal and seawalls for isolated locations just to name a few. These are some of the major environmental concerns for the Ministry to take into account whilst at the same time considering the work required and the necessary resources needed to manage these. It also presents some challenging opportunities for the Ministry to take on board.

In line with the government's strategic vision for "Improved Quality of Life for All" (SDS 2008-12), national development goals under the '*Environmental Sustainability and Disaster Risk Reduction*' have been and are addressed through the development of several key legislations, regulations, policies and national strategies under previous plans. For example, the National Biodiversity Strategy & Action Plan (NBSAP/2005) which will continue to guide the protection of natural areas and ecosystems, the National Policy to Combat Climate Change (2007) which aims to address the impacts of climate change and the completion of the Disaster Management Act (2007). Although a number of policies and strategies have been completed over the years, the focus of this Plan is on the implementation of national plans through programmes and projects to improve the livelihood and quality of life for communities. Thus this CP will continue to strengthen and reinforce its vision regarding the sustainable management of Samoa's environmental resources. This vision underpins the Ministry's primary responsibility to ensure that resources are efficiently utilized and regulated for present and future generations. The Ministry will continue to invest in the use of best practices and strong partnerships with all relevant stakeholders in sustainable development in which the whole population can share the benefits of and responsibilities for environmental management. There is also increased recognition on the effective use of public awareness programmes to facilitate the active involvement of local communities, stakeholders and other relevant partners for sustainable environmental management.

There is also a greater need to maintain close collaboration with donor partners to secure funding with clear justifications on budget arrangement regarding the implementation of work. In the forefront, the Ministry continues to work closely with several agencies such as UNDP, GEF, ADB, UNEP, European Union, World Bank and JICA in the implementation of numerous projects under: Climate Change Adaptation (eg., NAPA Integrated Climate Change Adaptation for Samoa Project), in Climate Change Mitigation (eg., GHG Abatement through Energy Efficiency in Transportation and Electricity Sector: Biomass Gasification) funded by Italian and Austrian Government and the GHG Abatement through Energy Efficiency in Electricity Supply and Demand Management. Other projects include Capacity Building for Managing National Parks, Waste Management, Programme of Work for Protected Areas (eg., Vaiusu area), Sustainable Land Management and Invasive Species Control. There are also new projects in the pipeline with UNEP, AusAID, FAO in the areas of agro-forests, solid wastes, POPS and hazard wastes, energy efficiency with regards to transportation and climate change mitigation. In order to continue this partnership with donor agencies, it is imperative for the Ministry to invest more on its human resources and capacity building. In order to fully maximize these funding opportunities, there is much focus on the actual implementation of work with the divisions in direct involvement and while others provide support services, thus involves the whole Ministry. Given the scope of responsibilities and environmental concerns under its portfolio, it is a key challenge for the Ministry to design projects specific to the concerns of the people and at the same time meet donor requirements in terms of quality documentation and reporting

In light of the changes, the lessons learned and successes achieved under the previous Plans (2003-05 & 2006-08), continue to guide this Plan and resulting Management Plan towards the reconfirmation of corporate objectives and responsibilities within the respective Divisions. This CP continues to support the changes under Government reforms, consolidating improvements and developing policies that promote environmental management. The components of the CP are closely linked and directed towards the future success of the Ministry. These will not only guide the work of the Ministry but are also necessary to ensure that its corporate objectives are achieved and outputs effectively performed. It is also noted that the successful completion of local undertakings with key multilateral and bilateral partners in the traditional core areas of environmental development and conservation and public awareness have significantly raised the Ministry's profile. A large portion of this success is also underpinned by the completion of several key legislations, regulations policies and national strategies under previous plans. Through this, the key principles and values as founded in the previous Plans have provided the guiding line for the Ministry to implement its objectives. In light of the Ministry's operating environment, the review on internal and external opportunities provide incentives for the Divisions to work towards the effective delivery of services, whilst being mindful of the current and emerging issues. The CP provides the framework for the Ministry to

perform its core functions towards the realisation of its vision and at the same time, provide flexibility to adapt to changes and anticipating uncertainties.

PLANNING PROCESS

The sequence of the CP process follows from the review of the 2006-08 CP and the evaluation of past, current and future strategies in the Management Plan. Whilst the new plan period for the SDS 2008-2012 covers 4 years to facilitate the linkages with Ministry Corporate Plans and budgetary processes (4 years Forward Budgeting), the revised CP 2008-2011 maintains a 3 year plan with an annual review to monitor and evaluate performance delivery through the Management Plan. This corporate review is conducted annually as part of the Ministry's Performance Management System (PMS) to evaluate the overall performance of the Ministry on how well each Division had achieved its deliverables (based on outputs and performance measures outlined in the Management Plan). The PM system provides for the monitoring and evaluation of performance with the focus on the CP and MP. These management tools have clear indicators or measures of performance that provide a logical sequence for the annual review. It is also the opportunity to review the old CP and to prepare for the new plan period.

The Corporate Review conducted in March 2008 involved the Management and senior staff and each Division undertook separate reviews to evaluate their performance and to take stock of major achievements. It is a participatory consultative process as Divisions reported on their performance and also commented on the status of performance. Although the MP go in line with the CP 3 year period, the review is conducted annually and it is a significant opportunity to confirm Divisional outcomes and outputs, looking at factors that may have affected their overall performance and identifying measures to help address such deficiencies. The development of capability plans is also an integral part of this review as it looks at capability gaps identified, prioritise the capability gaps and identify strategies for strengthening these.

Figure 1 (page 17) reflects the planning approach adopted to formulate the 2008-11 CP with the full participation and ownership of the process by the Ministry and its stakeholders. It is also intended that the document would be an easy reference for interested partners.

MANDATE

MNRE is primarily responsible for the sustainable development and management of Samoa's natural resources and environment. Its work is mandated under the following legislations, regulations, policies and multilateral environmental agreements:

Legislations

- The Stevenson Memorial Reserve and Mount Vaea Scenic Reserve Ordinance 1958.
- Constitution of the Independent State of Samoa 1960
- The Survey Ordinance 1961
- Noxious Weeds Ordinance 1961
- The Taking of Land Act 1964
- The Alienation of Customary Land Act 1965
- Water Act 1965
- The Land Titles Investigation Act 1966
- Forest Act 1967
- The Main Roads Development Act 1972
- Exclusive Economic Zone Act 1977
- Plants Act 1984
- The Lands, Surveys and Environment Act 1989
- The Land for Foreign Purposes Act 1992/1993

Maritime Act 1999
 Public Finance Management Act 2002
 Planning & Urban Management Act 2004
 Public Service Act 1977 & Amended Act 2004
 Disaster & Emergency Management Act 2007
 Land Titles Registration Act 2008

Regulations

1. Forest Regulation 1969
2. Watershed Protection and Management Regulations 1992
3. Wildlife Regulation 2004 (Amended and superseded the 'Protection and Conservation of Wildlife Animals Regulation 1993)
4. Ozone Protection Regulations 2006
5. Prohibition of the Importation of Plastic Shopping Bags 2006
6. Prohibition of the Exportation of Waste & Scrap Metals Regulations 2006
7. Environmental Impact Assessment Regulations 2007
8. Marine Protected Areas (MPA) By-Laws 2007
9. Marine Wildlife Protections Regulations 2007
10. Planning and Urban Management (Environmental Impact Assessment) Regulations 2007;
11. Planning and Urban Management (Development Consent Application and Fees) Regulations 2008

Bills (include draft regulations awaiting Cabinet approval)

1. Forest Management Bill
2. Ministry of Natural Resources & Environment Bill
3. Survey Regulations Draft 2008
4. Survey Bill 2008
5. Land Valuation Bill 2008
6. Spatial Information Bill 2008
7. Water Resources Management Bill 2008
8. Waste Management Operations and Services Regulation 2007 (draft)

Policy Documents & National Strategies (also include National Reports)

Policies

National Strategies(also include National Reports)

1. Reclamation Policy 2000	1. National Environment Management Strategies (NEMS) 1993
2. Sand Mining 2000 (draft)	2. Cabinet directives.
3. Land Valuation Licensing Policy 2000	3. Drainage and Wastewater Management Plans 2006
4. Land Surveying Licensing 2000	4. Coastal Infrastructure Management Strategy 2006
5. Coastal Infrastructure Management Strategy 2006	5. National Greenhouse Abatement Strategy 2008 – 2018
6. National Water Resource Policy 2001	6. National Water Resources Management Strategy 2007 - 2017
7. National Bio-prospecting Policy 2001	7. National Chemicals Management Strategy 2007 – 2017
8. National Land use Policy 2001	8. National Implementation Plan for POPs (NIP): Persistent Organic Pollutants (POPs)
9. National Population and Sustainable Development Policy 2001	9. First National Communication to the UNFCCC 1999
10. National Waste Management Policy 2001	10. Samoa First Report to the CBD 2000
11. National Code of Logging Practice 2003	11. Samoa's Second Report to the CBD 2001
12. CFC License 2004	12. National Adaptation Programme of Action (NAPA) 2005
13. National Bio-Safety Policy 2004	13. Samoa's Biodiversity Strategy and Action Plan (NBSAP) 2001
14. National Heritage Policy 2004	14. Samoa's Third Report to the CBD 2005

15. National Policy on the Conservation of Biological Diversity 2007	15. National Action Programme 2006 (NAP)
16. National Policy on Forestry for Sustainable Development 2007	16. National Capacity Self Assessment (NCSA) 2007
17. Strategies for the Development of Samoa (SDS) 2005 – 2007 & 2008-2012	17. State of Environment Report (unpublished) 2007
18. Parking Policy and Standards 2006	18. Manumea & Maomao Management Plans 2007
19. Signage Policy 2006	19. National Invasive Species Strategy
20. Noise Policy 2006	20. National Action Plan 2007 (NAP)
21. Codes of Environmental Practice 2006	21. Second National Communication to the UNFCCC (unpublished)
22. Housing Guidelines 2005	22. National Biosafety Framework & Biosafety Clearing House
23. Environmental Impact Assessment Guidelines 1998	23. National Waste Management Strategy 2000 - 2010
24. National Policy on Combating Climate Change 2007	
25. Protection of the Atmosphere Policy draft 2005	
26. National Policy for Licensing Surveyors 1999	
27. Anti-Harassment Policy (draft)	

Multi-lateral Environment Agreements (MEAs)

International Conventions

1. United Nations Convention on the Law of the Sea (UNCLOS) 1982
2. Montreal Protocol on Substances that depleted the Ozone Layer 1992
3. Vienna Convention for the protection of the Ozone Layer 1992
4. United Nations Convention on Biological Diversity (CBD) 1994
5. World Forest Charter (WFC) 1994
6. UNCLOS relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks 1996
7. United Nations Framework Convention on Climate Change (UNFCCC) 1994
8. United Nations Convention to Combat Desertification (UNCCD) 1998
9. Kyoto Protocol (KP) 2000
10. World Heritage Convention on Cultural and Natural Sites (World Heritage Convention) 2001
11. Basel Convention for the Control of Transboundary Movements of Hazardous Wastes and their disposal 2002
12. Cartagena Protocol on Biosafety (CPB) 2002
13. International Convention for the Protection of Pollution from Ships (ICPPS) 2002
14. Rotterdam Convention 2002
15. Stockholm Convention on Persistent Organic Pollutants (SCPOP) 2002
16. Ramsar Convention on Wetlands 2004
17. Convention for the International Trade of Endangered Species of Wild Fauna and Flora (CITES)
18. United National Framework on Forestry 2003 (UNFF)
19. Convention on the Conservation of Migratory Species of Wild Animals 1979
20. International Civil Aviation Chicago Convention 2003 (ICAO)
21. Comprehensive Nuclear Test Ban Treaty (CPTC)

Regional Conventions¹

1. Convention on the Conservation of Nature in the South Pacific (Apia Convention) 1976
2. South Pacific Nuclear Free Zone Treaty (Rarotonga Treaty) 1985
3. Protocol for the Prevention of Pollution in the South Pacific by Dumping 1986
4. Protocol Concerning Cooperation in Combating Pollution Emergencies in the South Pacific Region 1986

¹ For a complete listing of all acceded and ratified regional environmental agreements, please contact the Ministry

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5. Convention for the Prohibition of Fishing with Long Driftnets in the South Pacific Region (Wellington Convention) 1989
 6. Convention for the Protection of the Natural Resources and Environment of the South Pacific Region (SPREP/Noumea Convention 1990)
 7. Convention to Ban the importation and to Control the Transboundary Movement of Hazardous and Radioactive Wastes in Forum Island Countries (Waigani Convention) 2001
 8. MOU for the Convention of Management of Marine Mammals & their Habitats in the Pacific Region 2005

ASSUMPTIONS

MNRE is confident that the following scenarios will continue for the Ministry to utilise its resources and apply best practice in the delivery of its services, and the overall achievement of its objectives and goals:

1. That government policies and strategies will remain the same over the duration of the Plan;
2. That the focus of Government Reforms on the full devolution of HR functions and financial management will strengthen the capabilities of the MNRE to manage its resources effectively and efficiently with continuous monitoring from the respective authorities;
3. That stakeholders will continue to be supportive of government programmes and MNRE in return be supportive of local community programmes;
4. That MNRE will maintain good partnership with other government ministries, private sector, non-governmental organisations (NGOs), communities and community-based organisations (CBOs), regional and international organisations and development partners on areas of common interest;
5. That the government will continue to provide sufficient resources (monetary, human, physical) to implement activities, minimize turnovers and sustain MNRE projects currently being implemented such as maintaining project staff;
6. That Cabinet will continue to support MNRE's Corporate Plan with a clear focus on the full implementation of programmes to benefit communities;
7. That MNRE programmes will continue to integrate and mainstream environmental considerations into national sustainable management Plans in a systematic approach that will promote improved quality of life for all;
8. That MNRE will be adaptable to government reforms, and other changes in its operating environment;
9. That resources are readily available to fully implement MNRE programmes.

OPERATING ENVIRONMENT

Within the framework of Government services, MNRE endeavours to meet the demands of all stakeholders, amidst social, economic, and political influences. The expansion of responsibilities within the Ministry provides opportunities for innovative strategies and processes, leveraging the current capabilities and resources which stimulate productivity, quality assurance and efficient services. The competitive environment in which the Ministry is currently operating challenges it to maintain levels of best practice and high performance.

The Ministry recognises conditions in the internal and external environment that will exist throughout the Plan period and the importance of these factors in the overall operation of its services. Therefore, it is imperative to continually monitor and assess those conditions that would potentially influence its performance.

Internal

The MNRE aims to provide quality services to its stakeholders through strengthening the following areas:

1. Implementation of clearly defined functions and responsibilities;
2. Formulation of appropriate policies and legislation;

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3. Sharing of knowledge, information and skills;
 4. Improving staff initiative, productivity and receptiveness;
 5. Effective mobilisation and optimisation of available resources;
 6. Prioritisation of activities;
 7. Collaboration among divisions, sections and individuals;
 8. Streamlining of operational systems and procedures;
 9. Provision of a conducive environment to support and encourage staff development;
 10. Implementation of appropriate training;
 11. Build capacities to implement obligation under MEAs and project management;
 12. Provision and improvement of corporate services to support the work of all divisions;
 13. Improvement of IT capacity (or e-governance) to support its services;

External

The Ministry anticipates strengthening upon the following external factors in the context of improving services and relations with its relevant partners through:

1. Public awareness and understanding of MNRE's services and mandates;
2. Stakeholders degree of awareness and understanding of environmental issues;
3. Support from PSC and MOF for MNRE personnel and financial resources necessary for the implementation of MNRE's activities;
4. Partnership with stakeholders in support of MNRE's goals;
5. Coordination of services with other government agencies on areas of common interest;
6. Sharing of and access to information;
7. Consultations on development interests taking into account sustainable management issues at all levels (national, private sector, community and village);
8. Strategies for the sustainable development of customary land;
9. Policies to support the SDS key strategic outcomes;
10. Support to fulfil levels of commitment and obligations under multi-lateral environmental agreements, other international and regional agreements.
11. Technical support and advice in matters pertaining to all categories of land tenure.

VISION

Sustainable development and management of the country's natural resources and environment to ensure improved quality of life for all Samoans.

Keywords are:

sustainable management - Ensuring that available natural and environmental resources are efficiently allocated for the present and future generations;

sustainable development - Ensuring a balance in the conservation and use of available natural and environmental resources;

improved quality of life for all Samoans

Acceptable standards of living in a safe and secure environment and where the whole population share the benefits of and responsibilities for sustainable resource management.

MISSION

To implement and utilize the principles of best practice in the sustainable management of the country's natural resources and environment in partnership with all relevant stakeholders.

Keywords are:

best practice - Proven methods and solutions that are compatible with the principles of sustainable development;

sustainable management - Ensuring a balance in the conservation and use of available natural and environmental resources;

partnership - Commitment by parties to collaborate in order to achieve desired and common goals;

stakeholders - All interested or affected individuals and groups.

VALUES²

The Ministry aims to provide quality services through the practice of the key principles of good governance, accountability, transparency and the following values, in a healthy and secure environment.

Va tapuia Revered relations between people and how we relate to and uphold the intrinsic values of our environment;
The respect for this relationship is considered as the core of our existence so as to maintain the balance of nature and developments.

Effectiveness and efficiency Achieving good results for Samoa in an economical way.

Integrity Take pride in our work, humility in services and *fa'aaloalo* in the work place. Maintain professional relationship with staff and clients with respect and dignity.

Team work Promote collective and coordinated efforts, participatory and friendly approach, open and frank communication, and genuine information sharing;

Equity & Fairness Promote equal opportunities, maintain objectivity and fairness, gender balance and moral integrity for all;

Innovative Utilisation and encouragement of staff initiative and creativity to achieve the best from available resources;

Identity Sense of belonging and pride to be part of MNRE in support of the Ministry's goals and objectives;

Respect Appreciating and maintaining individual values and principles towards ones' self-development and growth within the Ministry

Work ethics Compliance with public service code of conduct, values and principles of employment.

Fa'asamoa Appreciating and respecting traditional and cultural knowledge, innovations and practices.

² Reference to Samoa Public Service Code of Conduct, Values and Principles stipulated in the PSC Act 2004

GOALS

There are six (6) goals that cut across and links all the Divisions of the Ministry. In addressing the above mission, the first four (4) goals contribute to sustainable development and environmental management and the need for adequate resources and information that facilitates improved quality of life and to support decision-making choices. The last two (2) goals identify the need for effective organisational standards and resources to support the implementation of programmes to benefit communities. It would provide for a more structured implementation that helps optimize the use of the environment and resources.

1. Policy Development

Appropriate policies to guide sustainable development and management of natural resources and the environment;

2. Resource Management

Optimum benefits from the use of natural resources;

3. Programme Planning

Efficient and cost effective services related to sustainable development;

4. Scientific and Technological Information

Provision and dissemination of scientific and technological-based information that supports the sustainable management of natural resources and livelihood.

5. Effective Implementation of projects at all levels

Implementation of programmes and projects that would ultimately benefit communities at all levels with improved environmental management, compliance and monitoring.

6. Organisational Support

Adequate resources for MNRE to fulfil its functions and responsibilities.

OBJECTIVES

The following objectives flow from the goals and reflect the specific functions and responsibilities of each of the eleven (11 + new) divisions. These are aligned with the budget outputs as the achievements of these objectives are dependent on the financial provisions in the annual budget.

1. Land Management

To facilitate and implement sustainable land management practices and administration of land and land-based resources.

2. Environment and Conservation

To formulate and implement sustainable development and management of biological resources and the environment.

3. Forest Services

To ensure sustainable development and management of forest resources.

4. Technical Services

To provide technical services to support the sustainable development of natural resources and the environment.

5. Meteorological and Geo-science Services

To provide meteorological and geoscience services in support of sustainable development of natural resources.

6. Planning & Urban Management Services

To manage sustainable planning and development services and outcomes through the implementation the Planning and Urban Management Act.”.

7. Water Resources Services

To formulate and implement sustainable water resource management across.

8. Legal Services

To provide sound and timely legal services for the Ministry to support the sustainable development of natural resources and the environment

9. Corporate Services

To provide efficient HRM, financial services and effective capacity building and public awareness to support sustainable development of natural resources and the environment.

10. Global Environment Facility Services – donor Support

Assist with finalising Samoa's priority for environmental protection and restoration through the GEF-Pacific Alliance of Sustainability Framework

11. Renewable Energy

Provide best services to promote climate change mitigation through energy efficiency and renewable energy for sustainable development of natural resources and environment.

12. Information and Communication Technology

Provide best services to promote effective and efficient information, communications, and technology to support the sustainable development and management of the country's natural resources and environment

ORGANISATIONAL STRUCTURE

The successful implementation of the CP depends strongly on the availability of adequate human resources with relevant skills. The Ministry's organisational structure reflects institutional changes since 2005 with the inclusion of the Meteorology and Forestry Divisions from MAFFM, re-establishment of PUMA from MWTI, and new divisions for Water Resources, Renewable Energy, GEF and Legal Services.

The Ministry's new organisational structure is composed in principle³ of eleven (11) divisions:

(1) Corporate Services, (2) Land Management, (3) Technical Services, (4) Environment & Conservation, (5) Forestry Services, (6) Water Resources, (7) Planning & Urban Management, (8) Renewable Energy, (9) Legal Services, (10) Meteorology, (11) Global Environment Facility (GEF). The ICT Section which was previously under the Technical Services now currently reports directly to the CEO as a section and it is proposed for conversion to a fully fledged Division within the time span of this Plan.

In terms of staff numbers there are currently 236 occupied positions or approved positions (including 55 unfunded posts) allocated as follows (*as of April 2008*):

11 divisions with 35 sections, 31 principal officers, 37 senior officers, 64 officers, 30 assistant officers and 280 casuals with a total workforce of 521 personnel. This is an increase in number of sections by three and an increase of 1.5% of the total workforce from the previous Corporate Plan. Divisions are encouraged to identify priority areas to be supported under Divisional budgets in line with its structure and to allow for savings to cover vacant senior posts.

The additional responsibilities under MNRE further reflect the focus not just on regulatory frameworks for sustainable management of the environment and its natural resources, but also on the delivery of products and services with the full implementation of projects at the local and national levels that would ensure improved quality of life for all. In recognition of the changes and the expanded structure of the Ministry, it is also equally important to note the role of the existing Boards such as the Land Board and the Urban & Planning Board towards ensuring the effective management of land resources and urban services.

ICT Division yet to be approved

MANAGEMENT PLAN

In line with Government reforms and the need to set in place a framework for evaluating and monitoring the impact and effectiveness of its performance on an on-going basis, the Ministry is committed to review its performance both at the ministry and operational level. Thus its annual review is intended as part of the Ministry's 'Performance Management System' (PMS). At the ministry level the focus is on the CP, the Management Plan (MP) and the Budget with indicators or measures of performance that provide for any review of performance. Thus, one of the key features of the CP is the Management Plan (MP) which details the specific outcomes and outputs in order to achieve the goals and objectives of the Ministry (attached Annex A). The MP evolved from previous management Plans, so that objectives, outcomes, activities and performance measures are in line with the Ministry annual budget. Each objective adds value to the Ministry's CP, and has been developed to meet the current and future needs of its clients and stakeholders.

The MP provides a logical framework for achieving the objectives of the CP within the specified timeframe. The objectives are Division-based reflecting the functions and responsibilities of the Ministry. The MP also specifies factors affecting the achievement of outcomes to assist with the appropriate remedial actions to address key factors that (also highlighted in the MNRE Capability Plan). The development of Capability Plan is an integral component of the Ministry's performance management system. In order for the Ministry to fully deliver the strategies and outputs, it is important that its human resources are equipped with the appropriate capability. Thus, this capability takes into account the competence and specialised skills of the staff and also the factors that give the Ministry the ability to perform its functions and responsibilities effectively and efficiently. Likewise, critical success factors are also identified to measure the Ministry's performance during Plan implementation. The alignment of outputs to the annual budget format is in line with the government's system of performance budgeting. The changes as with the previous Plan, annual reviews will be conducted by staff. It is also expected that a full evaluation of its overall success will take place at the end of the Plan period.

CONCLUSION

The CP provides a framework for the implementation of the Ministry's main functions and responsibilities, and serves as the guideline for the Ministry's services for the next three years. It was formulated in a consultative manner involving the MNRE management and senior staffs based on a review of the previous Plan (2006-08), and have incorporated the lessons learned during its implementation. The expansion of the Ministry's responsibilities to incorporate new divisions such as the Meteorology, Forestry, Water Resources, Planning & Urban Management, GEF Services and the Renewable Energy have not only resulted in significant institutional changes but also, in terms of streamlining its functions and responsibilities for more effective and efficient services.

The Ministry's vision, mission and its values provide the guiding principles for the implementation of the activities of its various Divisions. Modifications to the organisational structure were also necessary to fine-tune responsibilities and objectives while maintaining the fit between organisational strategy, resources, structure and processes. It is important to note that such changes were necessary to improve efficiency and effectiveness of operations. Internal and external opportunities would create a conducive culture supportive of innovation and change. It would also allow the Ministry to perform more effectively and optimise the consistencies between its strategies, structure, staff capacity and processes. An important underlying factor to the success of these changes depends on the multiplicity of positive attitude to ensure that the efforts of the Ministry are well coordinated, directed and guided towards the achievement of goals.

There is also emphasis on public awareness and enhancing the Ministry's partnership with the business community and all stakeholders in terms of taking on some of the operational functions. Through these, the Ministry endeavours to continue serving the people of Samoa. The integration of new divisions within the Ministry further

supports the Ministry's focus on the full implementation of national plans through programmes and grass-root projects to benefit communities. In line with the Government's national vision for improved quality of life, the CP reflects on the Ministry attempt to ensure its corporate goals and objectives address national priorities outlined in the SDS. Whilst the corporate goals reflect the scope of environmental management on how the Ministry aims to achieve it's vision, these are further translated and defined into Divisional objectives and outputs as indicated in the Management Plan. This Plan therefore demonstrates a consolidation and an expansion of the Ministry's responsibilities, with greater emphasis on the implementation of national plans and projects that concentrate on what works for the people at all levels.

A number of key legislative frameworks, policies and national plans have been completed over the years, and it is the focus of this CP to ensure that the Ministry's objectives and outputs reflect principles of best practices on sustainable development and environmental management. The engagement of stakeholders, communities, public agencies, etc is crucial as they provide support services and information on threats, limits and opportunities that may not have been included in the various processes. This partnership with the local communities and other key stakeholders ia a very important factor towards the implementation of sustainable practices and the management of Samoa's natural resources and environment.

As the key implementing agency, it is a significant fact to note that legislatives frameworks, regulations and policies developed to help regulate the sustainable use of resources will be of little use if there cannot be adequate enforcement. Thus it is crucial that mechanisms are in place not only to support the sustainable management of natural resources but also the practice of environmental management must be guided by principles based on prudence (ie., precautionary principle) and sound ethics. Thus, the sustainable management of Samoa's environment and natural resources requires concerted efforts with all our relevant stakeholders and the local population to ensure that there are minimal threats that would endanger the environment and resources, and to try to ensure that there are safeguards in place for future generations. The sustainable management of resources and the environment can be pursued in a more precautionary approach that integrates policy making and planning, developing standards and rules, coordination and partnerships, and implementation which involves the engagement of communities.

Figure 1: Planning process

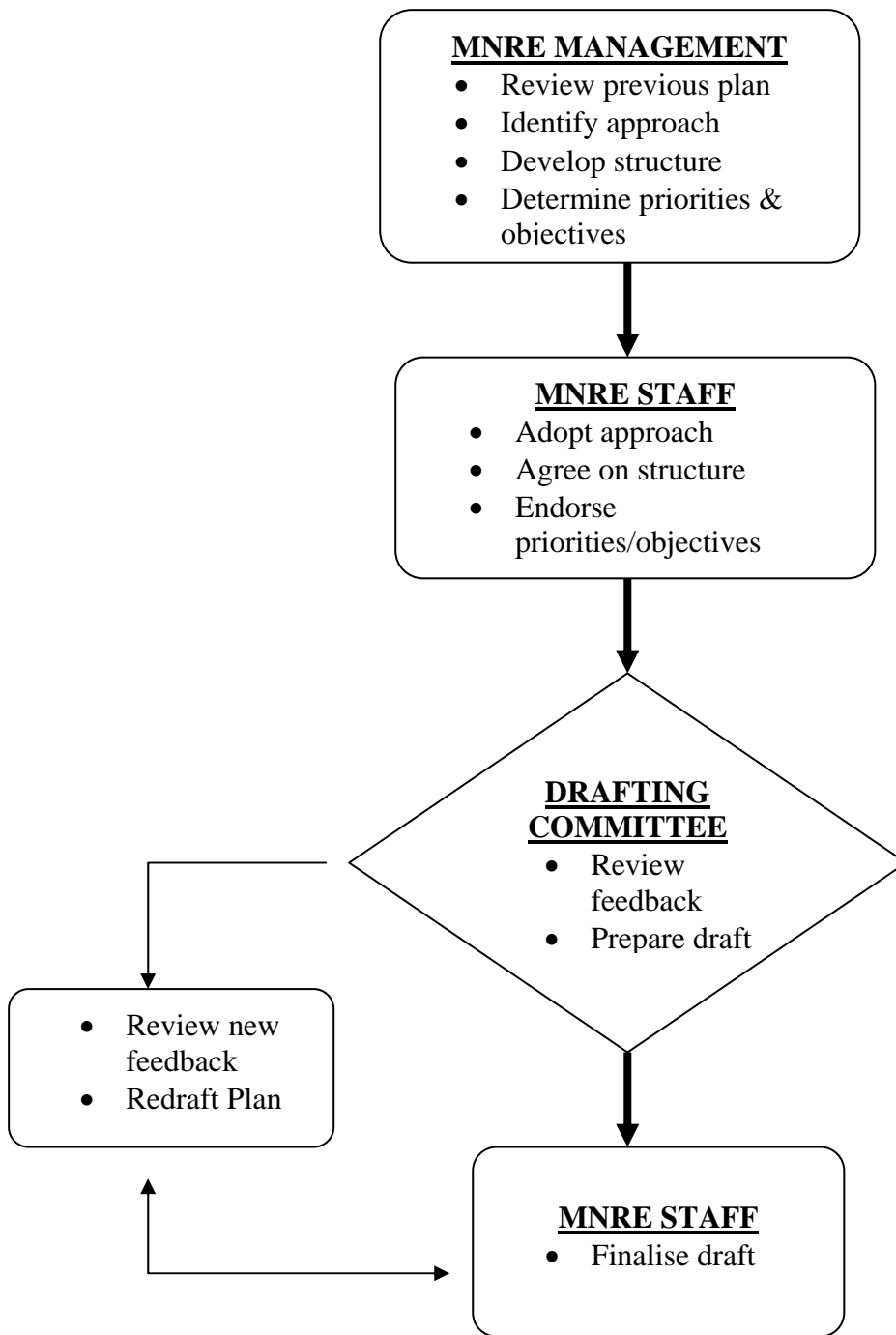


Figure 2: MNRE Corporate structure, Jan 2007

