



Government of Samoa

# MINISTRY OF AGRICULTURE & FISHERIES

Corporate Plan  
July 2016 - June 2020



**“...enhancing partnerships to develop and sustain agriculture and fisheries...”**

## FOREWORD

The Ministry of Agriculture and Fisheries Corporate Plan 2016 - 2020 was prepared based on the Agriculture Sector Plan 2016 – 2020, with a strong emphasis on a Sector Wide Approach (SWAp), to achieve its' four broad End of Sector Plan Outcomes (ESPO), as stipulated in the Agriculture Sector Plan 2016 – 2020, and in support of the Strategy for the Development of Samoa (SDS) 2012 - 2016. Successful implementation of this plan will contribute to achieving the national vision of improved quality of life for all and to advancing Samoa's attainment of the global Sustainable Development Goals (SOG's)

The Goal for the Agriculture Sector Plan 2016 – 2020, *“To increase Food and Nutrition, and Income Security”*. The Agriculture Sector Plan provides a framework to guide programs and actions from all key stakeholders to achieve this goal. The Ministry's Corporate Plan 2016 - 2020 is expected to provide coherent programs and actions that will lead the Sector towards achieving this goal, in partnership with its stakeholders, and especially the private sector, non-government organisations and development partners.

MAF has worked closely with non-government associations and farmers to encourage subsistence and commercial investment in agriculture. On such a relationship, the Ministry's legal and institutional systems have been updated to support the private sector as the engine for growth. This Corporate Plan sets out the direction and priorities for the Ministry for the next five years under this operating environment.

I wish the Ministry of Agriculture and Fisheries all the best in implementing this five year Corporate Plan.

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**HON. MINISTER OF AGRICULTURE AND FISHERIES**

## TABLE OF CONTENTS

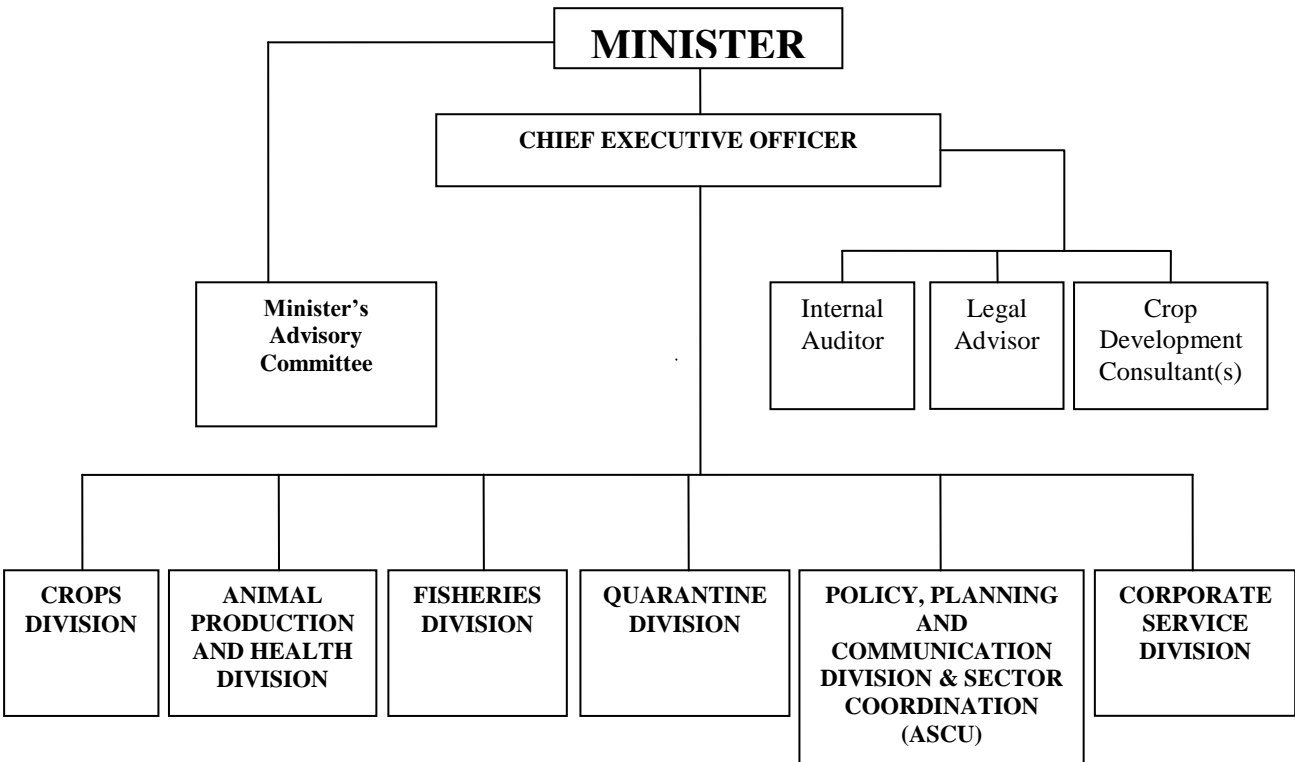
	Page
Overview	4
MAF Structure	4
Operating Environment	6
Legislative Framework	11
Vision	13
Goal	13
Values & Principles	14
End of Sector Plan Outcomes, Strategies and Performance Indicators	16
MAF Service Charter	24

**OVERVIEW**

The Ministry of Agriculture and Fisheries (MAF) is the principal organization charged by the Government of Samoa to provide the policies, regulation and technical support to agriculture and fishery production. MAF’s approach is to work in partnership with stakeholders such as subsistence farmers, commercial farmers, importers, exporters and agro-processors; and in collaboration with their associated public agencies, NGO’s and service providers.

The Ministry’s role and functions are mandated under the authority found in at least 9 Acts of Parliament and related regulations. The Chief Executive Officer (CEO) is delegated the authority to administer these acts and is assisted by an Executive Management Team and staff that are based at field stations throughout Upolu and Savaii.

**Ministry of Agriculture and Fisheries Structure**



**Divisions of the Ministry**

The Ministry has six major divisions for service delivery plus the three (3) independent positions-legal consultant; internal Auditor and crops consultant, reporting directly to the CEO. In addition and in support to the Sector Wide Approach (SWAp), a Sector Coordinating Unit is proposed:

**Crops Division (CD)**

Output Description: To undertake research, development and advisory services to improve crop production for subsistence and commercial producers, processors and marketers.

**Animal Production and Health Division (APHD)**

Output Description: To undertake research, development and provide advisory services to improve animal health, meat inspection services, and livestock production for subsistence and commercial producers, processors and marketers.

### **Fisheries Division (FD)**

Output Description: To manage the Samoa fisheries resources through regulatory, research and advisory services to improve in-shore fisheries, commercial fisheries, aquaculture and strengthen the adoption of sustainable fisheries practices.

### **Quarantine Division (QD)**

Output Description: To prevent the introduction and spread of unwanted agricultural pests and diseases, whilst facilitating the import and export of commodities, in compliance with all existing agreements and international obligations. To regulate and monitor the importation and use of pesticides.

### **Policy, Planning and Communication Division (PPCD) & Sector Coordinating Unit (SCU)**

Output Description: To develop policy advice, action plan and communicating product on matters such as domestic and international primary production, trade, conservation, bio-security, projects, world food day, other programmes and management issues; and to Coordinate and Monitor the implementation of the Agriculture Sector Plan 2016 – 2020 in a Sector Wide Approach (SWAp) through End of Sector Plan Outcome 1: Sector Coordination improved and investment in food security and inclusive commercial agriculture and fisheries production systems increased.

### **Corporate Services Division (CSD)**

Output description: To provide training, human resource management, financial and asset management, record keeping, overall administration and to ensure compliance with the Public Finance Management Act 2001, Treasury Instructions and the PSC Act 2004.

### **Legal Consultant (LC)**

Output description: To provide high quality legal advice and services to the CEO and Ministry, taking into consideration the review, strengthening and application of the legislative framework implemented and enforced by the Ministry. To represent the Ministry in all court matters both civil and criminal with the authorisation of the Attorney General and the Executive Director of the National Prosecution Office.

### **Internal Auditor (IA)**

Output description: To provide an independent review of internal control systems, standards, policies and procedures and to provide Consulting Services on risk management, internal control designs and implementation for overall enhancement of efficiency, effectiveness, economy, transparency, accountability and good governance

### **Crops Consultant (CC)**

Output description: To provide technical advice and assistance to the Ministry of Agriculture and Fisheries in particular the Crops Division

## OPERATING ENVIRONMENT

### Agriculture and Fisheries Production and Performance

The Agriculture Sector Plan (ASP) 2011–2015 implementation required a radical change from a sector-centric approach based on delivering projects often in isolation of other related sector activities towards a program-based approach that clearly defines the roles, responsibilities and result with an improvement in efficiencies of delivering services. While the ASP made considerable advances in some areas these are not necessarily reflected in the contribution of the sector to the Gross Domestic Product (GDP).

Whilst the macro-economic indicators would suggest that the Agriculture Sector Plan 2011 - 2015 did not contribute significantly towards economic growth, there are a number of factors which have influenced this. Loans to the sector from both commercial banks and the Development Bank of Samoa (DBS) have fallen relative to other sectors. For the Fisheries sector, there has been little or no lending in the last two years of the Plan. There has also been insufficient private sector investment in upstream processing and agri-business that would serve to “pull” agriculture primary products through the supply chain and provide added value.<sup>1</sup>

Production and market prices for agriculture and fisheries have had the following trends<sup>2</sup>:

- Taro production has been rebuilding over the past three years following the release of the new resistant varieties for commercial production. From 2009-2014, the estimated area planted to taro increased by 60%. Taro prices have steadily increased as exports demand increases and overflows continue to be sold at local outlets.
- The coconut and cocoa industries have suffered severe declines over the past 10 years. The coconut industry’s export income, generated largely from copra oil, copra meal, coconut cream and virgin oil, fell by 58% and 34% for coconut oil and coconut cream respectively from 2010 to 2014. Exports of virgin organic coconut oil have increased by 193% from 2010 to 2014, and copra meal also increased by 157% during the same period. Cocoa remains stagnant and is beginning to grow as diversification into chocolate and other products begins to emerge on the market, for 2014.
- The banana industry remains stagnant as the taro takes precedence for staples in the domestic market. Its exports show no significant growth and an important entity for chips/snacks import substitution.
- Vegetable production increased and local head cabbage production replaces imports. Farmers are also shifting from subsistence into semi-commercial production due to increased demand for vegetables and rising vegetable prices (ie 10-30% from 2010-2013).
- The export nonu juice industry is recovering fast with exports growing from 501,000 litres in 2010 to 719,000 litres in 2014.
- The organic products currently being exported from Samoa are extra virgin organic coconut oil, fetau oil and nonu juice.
- Coastal fisheries at the village level continue to be largest fishery for Samoa and the backbone of protein supply for both food security and livelihoods in villages. Fisheries socio-economic survey in a 2013 estimated a value of 84million tala earned and shared within this fishery. Hence the continued prioritisation by MAF of the ‘Community-base Fisheries Management Program’ which is now 20 years in operation with now 119 villages within the

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<sup>1</sup> Agriculture Sector Plan 2016 - 2020

<sup>2</sup> SOSAF 2015

programs each with Village Fisheries Management Plans and Village Bylaws which governs the management of their fishery resources.

- The Samoa southern albacore tuna fishery continues to be the key export commodity for Samoa despite uneven and yet declining performance over the last ten years. Tuna stocks which are migratory fish species mandates Samoa to effectively participate on regional efforts which covers the range of these stocks to revive and maintain the sustainability and economic viability of the southern albacore longline fishery. The recently signed Tokelau Arrangement which establish catch limits for the southern albacore for its party members aims to control the expansion of fishing efforts to bring southern albacore catches to economical levels. Samoa's tuna export for the year 2013-2014 was the lowest of just 1,035mt compare to the highest in FY09-10 or 2,377mt estimated at 11.0million SAT.
- Samoa has verged into allowing foreign fishing vessels to not only fish in Samoa waters, but more importantly land onshore thus creating onshore processing and exports which adds value to the tuna caught in Samoa and our region, but also create employment in fish processing and exports. MAF is currently leading national efforts to attract large fishin companies to invest in setting up a loining or cannery within Samoa for expanding our economic gains from fisheries.
- Promotion of tilapia farming as alternate source of fish protein continues to be one of the key functions of MAF. At the same time addressing the challenges that comes with it, such as the improvement of environmentally friendly practises, improve of feed productions and proper farm maintenance. Production documentations is challenging given the subsistence nature of this farming however production is increasing with now 69 existing tilapia farmers.
- Beef cattle numbers have been increasing slowly and are expected to exceed 35,000 in 2016, as more farmers favour commercial production for the *fa'alavelave* market<sup>3</sup>. Almost 6% are operating commercially. Raising pigs and chickens is still an integral part of village farming systems, with a -2.4% and -6.0% decrease in numbers respectively, from 1999 to 2009.

Outlook for the main industries from 2015-2018 is as follows:

- Taro production is likely to continue to grow as farmers rebuild areas and exports to New Zealand expand.
- Taamu and taro palagi production levels are likely to stabilise at lower levels as their value as a substitute for taro diminishes.
- Slight growth is forecast for Samoa's cocoa and coconut industries due to a slow increase in the area planted to these crops. A stronger growth is expected when the Stimulus Package Replanting program comes into fruition towards the end of the 2016- 2020 period.
- Banana production is expected to increase as improved new planting material and improved husbandry practices initiated under the SACEP support are implemented by selected farmers for the lucrative export market.
- The shift in trend from subsistence vegetable production to semi-commercial production is likely to continue, with prices remaining firm in local markets. The rate of growth in area of vegetable production will be limited however due to a range of constraints including labour

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<sup>3</sup> APHD (MAF) 2015 estimates – APHD 2011-2015 Achievements Presentation



shortage, increased chemical costs and lack of technical knowledge. The opportunity for import substitution remains promising as commercial farms expand.

- Nonu production is likely to continue to grow at steady rates due to the establishment of nonu orchards, increased harvest of uncultivated trees and short time to maturity. Organically certified nonu could give Samoa a marketing advantage as production increases dramatically around the Pacific.
- Strong growth is expected in the organic sector, with 588 farms currently registered as organic farms. Provided additional funding is available to carry out organic certification, it is anticipated that an additional 1,000 hectares will become certified over the next three years. WIBDI remains a strong driver for organic farming, and MAF intends to work closely with WIBDI to drive additional services required for further development<sup>4</sup>.
- The future for offshore fisheries looks uncertain due to declining catch volumes. Some growth in inshore fisheries at a subsistence level can be expected over the next three years as fish stocks replenish due to rigorous conservation and management regimes recently implemented.
- Aquaculture for the aquarium market and food production will expand. Both subsistence and commercial farmers will become increasingly involved.
- Cattle numbers are expected to reach 40,000 by 2018 as commercial cattle farming becomes more popular and farmers anticipate the building of a national abattoir. Sheep farming is attracting more and more interest from Livestock Farmers, and is expected to be a fast growing livestock industry in the next five years. Pigs, poultry and dairy production will remain relatively static, although poultry has grown to completely substitute egg importation. Feed cost remains an issue and should be addressed by both pig and poultry.<sup>5</sup>

### **Agriculture Sector Plan (ASP)**

Going forward with the Agriculture Sector Plan 2016 – 2020, continued efforts are needed to provide innovative financing throughout the agriculture value chain. Public sector investments should be used where possible through partnership with the private sector, to build the enabling environment for efficient value chains that support strong backward linkages to smallholder agriculture and the rural areas. In this context, the recently commenced Samoa Agribusiness Support Project will provide financing and business support services to 10–15 agribusinesses and their employees, suppliers, and contractors. This is expected to generate broader opportunities for a wide range of Samoan farmers to supply inputs for new or expanding agribusinesses. The financing component is intended to overcome constraints faced by small and medium-sized enterprises, including limited collateral and capital. The financing component will be complemented by business advisory services.<sup>6</sup>

During the Agriculture Sector Plan 2011 – 2015, the taro industry has gradually grown into an important export commodity and has secured staple food availability for the Samoan communities. However, village level production has been fragmented and has not been responsive for all households in the rural communities as expected. The high remittance from overseas Samoan expatriates, and the growing reliance on wage/salary earning family members has negative impact on subsistence production; and the buying power from such sources of income has made cheap imported food stuff more readily available as well as

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<sup>4</sup> WIBDI 2015

<sup>5</sup> SOSAF 2015

<sup>6</sup> Asian Development Bank (2015)

the purchasing of local staple food. The major challenge for the ASP 2016-2020 is to revitalise the subsistence production in the rural communities through participation in efficient value chains.

Climate change exacerbates these challenges. Climate associated disasters such as tropical cyclones, flash floods and droughts impose serious constraints on development; to the extent that farmers seem to be in a constant mode of recovery. The environmental stresses that are already impacting on the farming community needs to be managed. As such, the farmers must be more resilient through the adoption of adaptable farming practices and technologies.

## **The Ministry of Agriculture and Fisheries Response**

In-roads have been made through the SACEP project to develop traditional and new food crops to supplement or substitute for imported food. Import substitution, value adding, improved local and export trade represent avenues to recapture farming as an income generating opportunity. The matching grant financing of farming opportunities through a business environment will continue to be one of the key activities that will generate workable farming investment as a business activity.

The Agriculture Sector Plan (ASP) 2016 – 2020 provides the framework to guide coherent programs and actions from key stakeholders to achieve the goal of increased food, nutrition and income security in Samoa. A primary aim of the plan is to strengthen government partnerships, particularly with the private sector, Non-Government Organisations (NGO's) and development partners, to leverage agriculture's potential to promote enhanced health, prosperity, job creation and resilience. Successful implementation of the plan will contribute to achieving the national vision of improved quality of life for all and to advancing Samoa's attainment of the global Sustainable Development Goals (SDG's).

As the lead agency for the Agriculture Sector Plan implementation, the Ministry of Agriculture and Fisheries under this Corporate Plan intends to strengthen its partnership strategy by setting up a Sector Coordinating Unit to manage and drive the implementation of the Sector Plan through a Sector Wide Approach (SWAp). The development of the Corporate Plan 2016 – 2020 is based on the framework provided by the ASP (from the SDS) and through MAF's analysis of the issues and opportunities for increasing agriculture's contribution to GDP through a SWAp approach and increase cash income for producers.

MAF's strategy for the next five years is to:

- *ESPO 1: Sector coordination improved and investment in food security and inclusive commercial agriculture and fisheries production systems increased:-* Implementing the sector wide approach in agriculture that will improve investment in food security, including commercial agriculture and fishery production systems. MAF will have focussed attention on strengthening the institutional capacity of the Ministry to manage the sector-wide program and to build broad ownership in the plan.
- *ESPO 2: An increased supply and consumption of competitively priced domestically produced food:-* Enhanced small holder productivity, production capacity and related food supply chain quality and reducing post-harvest losses is critical for sustaining food security and nutrition in Samoa. Improving access to productive resources, financial services and business skills particular for women is important.
- *ESPO 3: A sustained increase in production, productivity, product quality, value adding and marketing of agriculture and fisheries products:-* MAF will focus on the use of Value Chains to improve coordination and coherence in cross sector policy support, service provision and enabling the business environment. This approach aims to improve the efficiency, performance and competitiveness of priority selected agriculture and fisheries commodity chains in domestic and export markets, which includes linking small and medium enterprises (SME's) into profitable value chains.

- *ESPO 4: Sustainable agricultural and fisheries resource management practices in place and climate resilience and disaster relief efforts strengthened:-* The natural environment is central to food security, livelihoods and agriculture and fisheries export industries. Efforts will be made to build capacity at farm household and community level to implement practical adaptation measures to enhance the resilience of families and village communities to climate change and natural disasters.

## **THEME**

“... enhancing partnerships to develop and sustain agriculture and fisheries...”

## **ROLE**

Provision of regulatory and technical support for the private sector, to effectively manage and use the potential in agriculture and fisheries.

## **LEGISLATIVE FRAMEWORK**

The Ministry is mandated under the following ACTs:

- Agriculture, Forests and Fisheries Ordinance 1959
- Animals Ordinance 1960
- Produce Export Ordinance 1961
- Fisheries Act 1988
- Fisheries (Ban on Driftnet Fishing) Act 1999
- Export of Meat Act 1997
- Quarantine (Bio-Security) Act 2005
- Slaughter and Meat Supply Act 2015
- Fisheries Management Act 2016

And the Regulations made there under.

The laws currently being developed include inter alia:

- Quarantine Bill – This will repeal the current Quarantine (Bio-security) Act 2005
- Plant Protection Bill
- Animal Health Bill
- Agriculture and Fisheries Sector Bill –which will repeal the Agriculture, Forests and Fisheries Ordinance 1959

Given the diverse nature of the Ministry’s role and functions in a continuously changing environment, the legislation(s) essentially provide to:

- Facilitate the development of subsistence and commercial agriculture and fisheries;
- Promote conservation and development of natural resources, plant and animal genetic diversity;
- Regulate and control fishing;
- Regulate and control the movement and spread of pests and diseases that could cause significant damage to human beings, animals, plants, other aspects of the environment and economic activities;
- Regulate and control pesticides;
- Issue licenses and grant permits;
- Provide policy advice to the Minister;
- Conduct wide stakeholder consultation;
- And implement government policy.

## **Strategy for the Development of Samoa (SDS)**

The SDS 2012 – 2016 emphasises a commitment to pushing the productive sectors of the economy to revitalise growth and targets the achievements of strategic outcomes including: maintaining macroeconomic stability; re-invigorating agriculture and revitalising exports; healthy and educated Samoa; improving the business environment; strengthening social cohesion and stability; improving infrastructural services; and the sustainable management of natural resources, increased investment in renewable resources, and mainstreaming climate change and disaster resilience. The Ministry's contribution is a commitment to implementing this Corporate Plan to lead the implementation of the Agriculture Sector Plan 2016 – 2020, through a Sector Wide Approach, in the next five years.

## **CORPORATE VISION**

**A Sustainable Agriculture and Fisheries Sector for Food Security,  
Health, Prosperity, Job Creation and Resilience.**

## **CORPORATE GOAL**

**To increase Food, Nutrition and Income Security.**

## ***OUR VALUES & PRINCIPLES***

- **Our Clients**
  - **To serve our clients professionally, diligently, impartially and with respect.**
  - **To support the primary sector through our traditions and culture.**
  
- **Our Organisation**
  - **To manage our organization honestly, efficiently, and with full commitment, accountability and transparency.**
  - **To treat our staff equitably, fairly and with respect.**
  - **To take personal responsibility to lead.**
  - **To deliver on our promises, in a timely manner.**
  - **To be proactive in promoting positive change.**
  
- **Our Resources**
  - **To recognize the fundamental role for provision of sound scientific technological advice.**

# END OF SECTOR PLAN OUTCOMES AND PERFORMANCE INDICATORS

**End of Sector Plan Outcome 1: Sector coordination improved and investment in food security and inclusive commercial agriculture and fisheries production systems increased**

<b>MAF Activities Outcome 1.1: A well-coordinated and implemented ASP</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
1.1.1	Prepare new TOR for the ASCU	--New TOR for ASCU approved by ASSC first meeting	ASCU
1.1.2	Appropriately resource the ASCU –	-ASCU financial and human resources mobilized	ASCU (DP)
1.1.3	Strengthen the TOR for the ASSC	-New TOR approved by CDC before first (new) ASSC meeting	ASCU
1.1.4	Organise & hold regular ASSC meetings	-ASSC meets quarterly	ASCU
1.1.5	Prepare and circulate ASSC reports to all relevant stakeholders	-ASSC Reports circulated within 2 weeks following ASSC meetings	ASCU
1.1.6	Organise and hold regular WG meetings	Bi Monthly working group meeting	ASCU
1.1.7	Prepare and circulate WG reports to relevant stakeholders	-WG Reports circulated within 1 week following WG meeting	ASCU
1.1.8	Using a participatory, inclusive gender sensitive approach, collect regularly monitoring data on ASP output and outcome indicators	Quarterly Monitoring Reports to ASSC	ASCU
1.1.9	Conduct Annual Review of ASP	--Annual Review Report approved by ASSC by end February in subsequent year	ASCU
<b>Outcome 1.2: The ASP strategic programs are adequately resourced for successful implementation</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
1.2.1	Screen all DP funding to ensure compliance with Development Cooperation Policy 2010 and shift away from stand-alone projects to program-based approach.		PPCD
1.2.2	Prepare, and regularly review and update sector MTEF	-MTEF matching ASP costs within available resources available and updated annually	PPCD/IA/CSD
1.2.3	Prepare a sectoral public investment program	-Agriculture sector investment program available for consideration by CDC by end 2016	PPCD/ALL Divisions (DP)
1.2.4	Establish dialogue with key funding partners to address funding gaps in MTEF	Additional funding support for ASP identified and secured	PPCD



<b>Outcome 1.3: A coordinated multi-sector delivery of the support to ASP outputs and outcomes</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
1.3.1	Prepare MAF Corporate Plan	-Quality MAF Corporate Plan 2017-2021 available before end of 2016	PPCD
1.3.2	Prepare MAF Operational Plans for all Divisions based on the ASP & Corporate Plan	-MAF Division's Operational Plans approved by 31 November of year preceding operation	PPCD/All Div
1.3.3	Align all implementing agency plans to ASP	-Lead ASP Implementing Agency Plans include relevant strategies/actions/budgets by end of 2017	PPCD/ASCU
1.3.4	Participate in and provide support to a multi-sector program development planning process.		PPCD
<b>Outcome 1.4: A strengthened evidence-base for policy decision making, planning and monitoring the ASP</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
1.4.1	Prepare and agriculture statistics strategy focused on strengthening existing data collection systems and processes and identifying key baseline indicators and data sources	Agriculture Statistics Strategy available, approved and resourced by end 2016	PPCD (DP)
1.4.2	Strengthen MAF PPCD capacity to regularly collect, collate, analyse and publish relevant agriculture statistics	Agriculture Statistics Calendar agreed and published by end 2016 Agriculture Statistics publications issued by MAF & SBS	PPCD (DP)
<b>Outcome 1.5: The MAF and relevant partner agencies have an appropriate capacity to fulfil their roles in implementing the ASP</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
1.5.1	Review and assess the capacity of key ASP implementing agencies (government and NGO/private sector organisations) to support the delivery of the ASP	Capacity Assessment recommendations being implemented by mid-2017	ASCU/CSD
1.5.2	Undertake a training needs analysis and deliver an appropriate training program for relevant stakeholders from key ASP implementing agencies.	Gender disaggregated numbers of staff from relevant agencies completing training programs	ASCU/CSD

<b>Outcome 1.6: Key policies and regulatory frameworks relevant to the agriculture sector are aligned and supporting the ASP SO's.</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
1.6.1	Using a sector-wide perspective and an inclusive participatory approach, review and where necessary revise cross-sectoral policies, legislation and regulatory frameworks to ensure they are aligned and supporting the ASP outcomes.	Number of policies/legislations/regulations reviewed and better aligned to support ASP outcomes.	PPCD/LC
1.6.2	Undertake an analysis of the impact of current policy and regulatory settings on investment, efficiency, competitiveness and resilience in priority value chains.	Number of policy assessment studies and reports available.	PPCD/ All Technical Div.

**End of Sector Plan Outcome 2: An increased supply and consumption of competitively priced domestically produced food**

<b>MAF Activities Outcome 2.1: Increased farm production and productivity from adoption of improved sustainable and resilient farming practices</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
2.1.1	Strengthened and sustained MAF adaptive research capacity (& partnerships) to trial and develop sustainable productivity enhancing and resilient food crop, livestock and aquaculture production technologies and farming systems appropriate and visible in the Samoan smallholder / village farming context.	Number of relevant research activities implemented and number of improved technologies/systems developed ready for extension	CD/APHD/FD
2.1.2	Strengthen MAF and NGO capacity to deliver inclusive gender sensitive extension service provision to small farmers and rural farming communities throughout Samoa	number of farmers using improved technologies/practises farmer satisfaction with extension support services	CD/APHD/FD
2.1.3	Strengthen capacity to prepare and deliver extension messages through media and ICT application	Increased number and quality of relevant publications, media activities/events.	CD/APHD/FD PPCD
2.1.4	Strengthen approaches and partnerships to ensure timely availability of farm inputs (improved planting materials, livestock breeds, fingerlings, improved feeds, etc.)	number of farmers accessing improved inputs; number of inputs (planting materials, livestock breeds; fingerlings etc)	All Technical Div

<b>Outcome 2.2: Increased household income from increased commercial agriculture and fisheries</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
2.2.1	Explore through a pilot activity linking local food producers (farmers/fishers) to structure institutional markets such as school feeding program	School feeding program planned, designed and implemented with at least 2 targets schools by end 2018	All Technical Div. / PPCD
<b>Outcome 2.3: Improved food quality throughout the domestic food chain</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
2.3.1	Introduce practical tools and systems to reduce food safety risk and postharvest losses among smallholder farmers (and fishers) in domestic food marketing chains	number of food chains evaluated for food safety risks and post-harvest constraints; - number of farmers/food vendors and other service providers trained in GAP/GHP	All Technical Div. / PPCD
<b>Outcome 2.4: Increased agriculture income and employment generating opportunities for women and youth</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
2.4.1	Provide targeted support (information and access to inputs, including microfinance where necessary) to women for developing small scale resilient chicken and egg production systems	Number of (new) successful chicken farming enterprises run by women	APHD
2.4.2	Provide training in small scale fruit production, processing and preservation (preserves, pickles, jams, chutneys/fruit drying) etc. together with business management and marketing support	Number of (new) successful fruit processing and marketing enterprises run by women and youth	CD
2.4.3	Increase focus and resources to sustainable development of the small scale fisheries sector by developing viable distribution, value addition and marketing chains	Number of women extension service providers Number of women attending extension training activities	FD
2.4.4	Ensure a gender balance in agriculture training and provision of extension services	Number of government and non-government extension service providers completing training on local food and good nutrition Number of relevant extension materials (e.g. pamphlets, posters, video films etc.)	All Technical Div /PPCD
<b>Outcome 2.5: Increased community awareness and understanding on production and consumption of local nutritious food.</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
2.5.1	Use agriculture & fisheries as a vehicle for delivery of message on nutrition knowledge and practices.	Number of government and non-government extension service providers completing training on local food and good nutrition Number of relevant extension materials (e.g. pamphlets, posters, video films etc.)	All Technical Div./PPCD
2.5.2	Use the 'Agriculture Show' as a	A successful well attended annual Agriculture	All Divisions

	platform to encourage production and consumption of nutritious food and health related benefits	Show in Upolu and Savaii	
2.5.3	Develop primary school curriculum materials focused on local food production and good nutrition and health	Well designed and prepared primary school curriculum materials available by start of 2018	PPCD/All Technical Divisions

**End of Sector Plan Outcome 3: A sustained increase in production, productivity, product quality, value adding and marketing of agriculture and fisheries products**

<b>MAF Activities</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
<b>Outcome 3.1: Improved efficiencies in the priority agriculture and fisheries value chains.</b>			
3.1.1	Through a participatory approach with key stakeholders, together with consideration of market demand and opportunity and economic, social and environmental cost benefit, identify agriculture and fisheries value chains which will receive priority attention under the ASP	agreed list of agriculture and fisheries commodity value chains which will receive priority attention endorsed by ASSC and CDC	All Technical Div./PPCD (DP)
3.1.2	Establish through participatory value chain studies and analysis critical constraints and opportunities in selected priority value chains and design appropriate service and policy support programs to increase value chain efficiencies and their market competitiveness	at least four priority agriculture/fisheries commodity value chain support programs designed by end 2017	All Technical Div./PPCD
3.1.3	Based on the above two activities implement service and policy support programs for priority value chains	at least four priority agriculture /fisheries commodity value chain support programs under implementation by end 2018	PPCD (DP)
<b>Outcome 3.2: Increased value share of agriculture and fisheries products used by tourism, commerce and manufacturing sectors</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
3.2.1	Undertake a detailed domestic market demand study for agriculture products by tourism hospitality, manufacturing and commerce (retail) sectors	Market Demand Study Report available by end 2017	PPCD (ASCU) (DP)
3.2.4	Facilitate the adoption of contract farming methods to better match consistent quality supply with demand from manufacturing and hospitality sectors	contract farming arrangements being tested in new value chains	All Technical Divisions

<b>Outcome 3.3: Increased value of niche quality certified agricultural and fisheries product exports</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
3.3.2	Strengthen and build capacity for organic and fair trade certification	Number of current organic certified farms and enterprises area land under current organic certification	CD/APHD (DP)
3.3.5	Secure OIE membership for Samoa	OIE membership in place	APHD
3.3.6	Strengthen post-harvest management, farm processing (e.g. fermenting/drying etc.) storage, product transportation	Number of product chains with improved post-harvest management in place estimated product wastage in key product supply chains	All Technical Div.
<b>Outcome 3.4: A priority focused adaptive research and development program being implemented</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
3.4.1	Through a participatory approach with key stakeholders develop a broadly owned adaptive research strategy with M&E framework to address assessed needs in priority value chains	Research programs under implementation	PPCD/ All Technical Div.
3.4.2	Conduct regular M&E for all research programs	M&E reports made available in a timely way	PPCD/All Technical Divisions
3.4.3	Strengthen the linkages between Farmer /Fisher Organizations and Research Organizations	regular forum meetings including private sector held to discuss R&D activities	PPCD/All Technical Div.
<b>Outcome 3.5: Improved delivery of extension services to farmers and fishers through a variety of arrangements of public, NGO and private providers</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
3.5.1	Strengthen the capacity of MAF to manage and monitor a pluralistic extension approach	business model and extension strategy in place MAF successfully managing pluralistic extension service provision	All Technical Divisions /PPCD
3.5.2	Undertake a participatory training needs assessment for producers in priority crop, livestock and fisheries systems	Client satisfaction with extension service provision	All Technical Divisions /PPCD
3.5.3	Upgrade skills and extension resources of relevant service providers to implement the farmer/fisher training program	Training programs for producers delivered successfully	All Technical Divisions
3.5.4	Implement a participatory M&E program to track impact of training programs	M&E report for training programs available	All Technical Divisions /PPCD
<b>Outcome 3.6: Producer groups and farmer organization strengthened</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
3.6.1	Assist farmer/fisher organizations to develop a sound governance system and business model	Relevant documents/strategies/ procedures adopted by registered farmer organizations	All Technical Divisions
3.6.2	Carryout a needs assessment and implement a capacity building program for farmer/fisher	Members satisfaction with FO's services	All Technical Divisions

	organizations		
<b>Outcome 3.7: Increased lending and investments in the agriculture and fisheries sector</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
3.7.2	Provide training to commercial lenders and agri-business on value-chain financing approaches and insurance	Training program reports value chain financing operating	ASCU/ All Technical Div.
<b>Outcome 3.8: Improved value chain infrastructure through strengthened public-private partnerships</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
3.8.1	Develop a strategy for promoting public private partnership in providing critical value chain infrastructure	Approved strategy in place	ASCU / All Technical Div.
<b>Outcome 3.9: Business management skills for commercial farmers/agri-business strengthened</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
3.9.1	Strengthen the business skills training program for the sector	Number of profitable enterprises Lending to agriculture and fisheries sector	ASCU/PPCD
3.9.2	Develop a business mentoring program focused on the agriculture/fisheries sector	number of mentor programs operated for agriculture and fisheries enterprise development	ASCU/PPCD

<b>Outcome 3.10: Increased availability and access to agriculture training and skills programs – apprenticeships and agriculture skills accreditation schemes</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
3.10.1	Take measures to respond to the skill labour demand by commercial farming and fisheries. New skill sets will need to be developed through the education system and other national training programs	Agriculture/fisheries training plan available and ready for implementation by end 2017	ASCU/PPCD/ All Technical Div.
3.10.2	Develop an apprenticeship program specific to the agriculture/fisheries sector	number of individuals serving apprenticeships in agriculture/fisheries	ASCU /MCIL

**End of Sector Plan Outcome 4: Sustainable agricultural and fisheries resource management practices in place and climate resilience and disaster relief efforts strengthened**

<b>MAF Activities</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
<b>Outcome 4.1 : Increased adoption by communities and landowners of sustainable resource management practices in agriculture and fisheries</b>			
4.1.1	Through a participatory approach with key stakeholders, together with consideration of market		ASCU / All Technical Div

	demand and opportunity and economic, social and environmental cost benefit, identify agriculture and fisheries value chains which will receive priority attention under the ASP		
4.1.2	Strengthen the Community-based Fisheries Program	100% (300) coastal villages participating in program with village plans and bi-laws established	FD
4.1.3	Strengthen MAF capacity to support development of organic in Samoa	organic farming unit in place by start of 2017	CD/APHD/ ASCU/ CSD/PCCD
4.1.4	Strengthen capacity of all MAF extension staff to extend the principles of sustainable agricultural resource management and utilization of land capability and soil suitability assessment and integrated land use planning to plan farm developments	Proportion of MAF staff completing training number of farmers using improved practices farmers satisfaction with extension support services	All Technical Div.
4.1.5	Develop and promulgate an agriculture water use strategy to cover, farm household water management, small scale water irrigation systems, water for farm processing, water for livestock including fish farming and waste water management	Agriculture Water Use Strategy prepared and available by end 2017 Number of MAF staff trained to support implementation of the strategy	All Technical Div.
<b>Outcome 4.2: Safe management of agricultural chemicals practiced, monitored and controlled</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
4.2.1	Rigorously maintain Register for Agricultural Chemicals – distribution and use and monitor imports of agricultural chemicals in line with legislative and regulatory framework in place	Full compliance with Act and Regulation	QD(A)
4.2.2	Provide training to relevant stakeholders on safe use, storage and disposal of agricultural chemicals and maintain certification of user system	Number of stakeholders trained and number of certificates issued Number of awareness programs on safe use of agricultural chemicals	QD
<b>Outcome 4.3: Strengthened capacity and resilience of farmers and fishers to address climate threats and disasters affecting agriculture and rural livelihoods</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
4.3.1	Increase the use of knowledge management and early warning systems for disaster risk reduction (DRR) and climate change adaptation (CCA) by extension	Information on DRR and CCA “best practices” used by extension workers and adopted by farmers in decision making Climate change and natural disaster impacts and potential threats documented	ASCU / All Technical Div.

	workers and farmers		
4.3.2	Mainstream effectively and efficiently managed DRR and CCA strategies as cross-sector activities	DRR/CCA focal point established in MAF	ASCU/CEO
4.3.3	Extend technologies for sustainable use and management of ecosystems and productive assets that will build resilience and support sustainable agriculture production systems	number of community plans for sustainable land management area under organic farming	APHD/CD
4.3.4	Institutionalize plans for preparedness and contingency measures to facilitate sustainable risk reduction, recovery and rehabilitation	Documented contingency plans Agriculture infrastructure for preparedness upgraded and expanded E-voucher system upgraded Updated standard operating procedures and post disaster needs assessment forms Number of refresher courses on PDNA	FD/CD
<b>Outcome 4.4: Sustainable management of fisheries resources and control of fishing practices strengthened</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
4.4.1	Implement robust monitoring control, surveillance and enforcement programs for offshore fisheries	100% management coverage of fishing and related activities in EEZ	FD
4.4.2	Promote and strengthen environmentally friendly aquaculture/mariculture farming practices	Aquaculture/mariculture production data	FD
4.4.3	Review fisheries plans to ensure coherent DRR and CCA concepts are included ready for implementation	reduced fisheries losses from disasters	FD
<b>Outcome 4.5: A well-functioning biosecurity service ensuring adequate levels of management and control of spread of endemically occurring pests and diseases and protection of Samoa's plant and animal health status from establishment and spread of introduced exotic pests and diseases</b>		<b>Performance indicators</b>	<b>Divisional Responsibility</b>
4.5.1	Delivery biosecurity public awareness programs	Number and quality of public awareness materials produced	QD
4.5.2	Run national stimulation exercises	Reports of stimulation exercises	QD/APHD/CD
4.5.3	Maintain boarder control and quarantine infrastructure	Compliance with quarantine boarder regulations	QD /ASCU (DP)



# MAF SERVICE CHARTER

## **This Charter Details: -**

- Our Services
- Our Customers
- Our commitment to high quality service
- You can expect
- Our service standards
- Your responsibilities
- Your suggestion or complaint
- Our contact
- What we do and services we provide

## **Our Services**

The Ministry provides a range of statutory, advisory, research, policy and administrative services to clients through the following divisional structure: -

- Animal Production and Health
- Crops
- Fisheries
- Policy, Planning and Communication
- Quarantine
- Corporate Services

## **Our Customers**

- The Government of Samoa
- Parliament
- Public Sector Organisations
- NGO's
- Private Sector – farmers and fishermen
- Village communities
- Members of the Public

At the Ministry of Agriculture and Fisheries, we understand that Service is the cornerstone of our business, We recognize that: -

- Customer service is about people and perceptions
- Customer service rises and falls on every individual service encounter
- Satisfactory customer service only occurs when reality equals or exceeds customer expectations

## **Our Commitment to Service**

We provide our services without discrimination, irrespective of a person's social and professional status, language, religion or gender. We will: -

- Be informative, helpful and efficient in the delivery of our services
- Uphold the Samoan customs
- Consistently aim to improve our services
- Publish and report our service outcomes and performances to Parliament

## **You can expect us to: -**

- Deal with you courteously, sensitively and in accordance with the law
- Acknowledge the customs and traditions of Samoa in our dealings with you
- Take into account any disabilities you have
- Identify ourselves in our dealings with you
- Respond to your enquiries in a timely and informative manner
- Keep your information private and give access to it in accordance with the law
- Use plain language when we write to you

### **Our Service Standards: -**

Our service standards as public servants are regulated by our mandate; the public service code of conduct, good governance principles of transparency and accountability; public service values of honesty, integrity, impartially, fairness, efficiency and effectiveness; and customary principles of respect and kindness.

We are committed to providing high quality standards of service to you. This charter sets our service commitment to you, our customers;

### **If you telephone us, we aim to: -**

- Answer you promptly
- Give our names on the telephone
- Connect you to the right Division first time – if the person you need to deal with is not available, give you a time when they can be contacted or take your contact details for them to contact you

### **If you visit our office, we aim to: -**

- Attend to you promptly
- Honour any appointment made
- Refer you to the right person of division who can assist you regarding your enquiries

**If you write to us**, for any assistance, support of advice that we can provide on our functions, we will acknowledge your enquiry or request promptly, inside 3 working days wherever possible. This will state: -

- What will be done with your inquiry or request, how long that will take and why
- The need for you to submit further information regarding your inquiries or requests
- When you receive a response on your enquiry or request

### **How You Can Help Us to Serve You:-**

So that we can provide high quality service, it is helpful that you: -

- Give us accurate and complete and timely information about your circumstances
- Let us know as soon as possible if you cannot keep an appointment
- Treat our staff with courtesy and respect
- Do not offer gifts, money or other favours to our staff

### **How to Make a Suggestion or Register a Complaint**

#### ***Making Suggestion:***

We welcome any suggestions on how we can improve our service. Our contact details appear later in this booklet.

#### ***Registering a Complaint:***

If you believe that our service failed to meet the satisfactory standards, we would welcome your feedback.

If you are not satisfied with the service you receive, please tell the staff member concerned or their supervisor, to try to resolve the problem. They will listen to what you have to say and resolve the problem if they are able to

If you remain unsatisfied, you can file a written complaint to the Chief Executive Officer. Your complaint will be thoroughly investigated. We will: -

- Contact you within 10 working days
- Advise you how the complaint will be investigated and how long that will take
- Keep you informed about what is happening with your complaint
- Advise you of the outcome of the investigation

***How to Contact Us: -***

You can contact our staff at our office:

Location:	TATTE Building, Level 4, Sogi/Apia
Telephone:	(685) 22561
Facsimile:	(685) 24576 / 21865
E-mail:	<a href="mailto:maf@maf.gov.ws">maf@maf.gov.ws</a>
Mailing Address:	PO Box 1874, Apia, Samoa
Web Sites:	Quarantine: <a href="http://www.samoaquarantine.gov.ws">www.samoaquarantine.gov.ws</a> Ministry: <a href="http://www.maf.gov.ws">www.maf.gov.ws</a>
Face book Page	Ministry of Agriculture and Fisheries Samoa

Our normal working hours are 9am – 5pm, Monday to Friday

**Please address all correspondence to: -**

The Chief Executive Officer  
Ministry of Agriculture and Fisheries  
P O Box 1784  
APIA  
SAMOA