



SAMOA CHAMBER
OF COMMERCE & INDUSTRY INC.
POWERING BUSINESS GROWTH

Samoa Private Sector Fuel Crisis Impact Survey 2026

Report Analysis and Recommendations

12 June 2026

Fuel supply status: stable but exposed

Amber precautionary status should be treated as a conservation and preparedness window.



Fuel supply status card for Samoa, June 2026. Sources: Government / MOF updates and SCCI analysis.

*Prepared by Samoa Chamber of Commerce and Industry (SCCI)
Based on the Samoa National Private Sector Fuel Crisis Impact Survey and Business Link Pacific regional fuel crisis findings.*

1. Executive Summary

The Samoa Private Sector Fuel Crisis Impact Survey confirms that Samoa is currently in a position of **physical fuel supply stability but heightened economic exposure**. Government fuel updates indicate that there is **no immediate fuel shortage**, with June 2026 retail fuel prices at WST\$3.99 per litre for petrol, WST\$5.39 per litre for diesel and WST\$5.02 per litre for kerosene. Post-tanker reserve cover was reported at approximately 50 days for diesel, 56 days for petrol and 82 days for kerosene/jet fuel. However, the current Amber precautionary setting should be treated as a preparedness window, not a return to normal conditions.

Key Findings

1. Fuel-related cost pressures are already affecting businesses.

Survey findings show that fuel-related pressures are being transmitted across Samoa's private sector through higher operating costs, reduced profitability, cash-flow pressure, weaker customer demand and lower business confidence. Fuel dependency is broad-based, with **73% of businesses using fuel for transport fleets**, followed by **24% using fuel for power generation**.

2. Operating costs and profitability are under pressure.

Cost pressure is already significant: **80% of respondents reported increased fuel costs, 65% reported rising overall operating expenses, and 47% reported reduced profitability or margins**. This indicates that fuel price increases are directly affecting business viability, particularly for firms dependent on transport, logistics, production, generators, tourism services, food supply and cold-chain operations.

3. Customer demand is weakening.

Businesses are also experiencing demand-side impacts. Respondents reported **increased customer price sensitivity at 52%, reduced demand at 44%, and a shift toward lower-cost alternatives at 42%**. This suggests that businesses are facing a dual squeeze: higher operating costs on one side and weaker household and customer spending power on the other.

4. Business preparedness remains low.

Preparedness is a major concern. Only **18% of respondents reported having a Business Continuity Plan (BCP)** that includes fuel disruption, while **62% do not**. This presents a clear business continuity risk if supply conditions worsen, particularly for essential services and fuel-dependent sectors.

5. The business outlook is negative over the next three to six months.

Looking ahead, **64% of respondents expect profitability to decline, while 63% expect supplier and input costs to rise**. These findings point to growing pressure on cash flow, investment confidence, employment decisions and business continuity.

6. Fuel security is also a social and national resilience issue.

The survey highlights broader social risks, with respondents identifying **shortages of essential goods and services at 77% and increased cost of living and household financial strain at 75%** as the most likely social impacts. This shows that fuel security is not only a business concern, but a national economic resilience issue affecting households, essential services, employment and community welfare.

7. Samoa's risk profile aligns with wider Pacific fuel-risk patterns.

Samoa's situation is closely aligned with the wider Pacific fuel-risk patterns identified in the Business Link

Pacific 2026 regional fuel crisis report and related regional economic analysis. Like other Pacific economies, Samoa remains exposed to imported fuel dependence, freight costs, global supply uncertainty and price volatility.

Core Policy Message

The current Amber period should be used as a **national preparedness window**. SCCI recommends immediate public-private coordination to strengthen fuel conservation, clarify priority fuel access for critical private sector services, support business continuity planning, provide targeted relief for affected businesses, monitor fair-trade risks and accelerate renewable energy and energy-efficiency investment.

These actions will help protect essential services, business continuity, employment, household welfare and Samoa's broader economic stability.

2. Background and Purpose

The survey was established to understand how rising fuel prices and potential supply disruptions are affecting businesses across Samoa and provide insights that will guide evidence-based advocacy for the private sector, inform policy dialogue with the Government of Samoa and support the design of targeted assistance measures for businesses and the wider economy.

The report follows the survey structure: business profile; fuel and energy usage; current impacts; contingency and preparedness; future outlook; business support needs; and final recommendations. It also benchmarks Samoa's findings against the BLP regional report, which surveyed 464 businesses across 10 Pacific Island countries between 14 April and 10 May 2026.

3. Methodology and Data Notes

The analysis was prepared using the raw survey export dated 10 June 2026. The survey dataset contained 121 records. After excluding incomplete, duplicate, preview, test, and non-substantive responses, 118 completed responses were retained for the final analysis.

Where a question allowed multiple selections, percentages represent the share of valid respondents to that question who selected each item. Because multi-select totals can exceed 100%, results should be interpreted as prevalence indicators rather than mutually exclusive shares.

Respondent comments have been anonymised and lightly edited only for clarity, spelling and grammar. They are included as qualitative evidence to support the quantitative findings.

The findings should be interpreted as indicative of private sector sentiment rather than statistically representative of all businesses in Samoa. The sample is voluntary and may reflect higher participation from businesses more directly affected by fuel prices or supply concerns. However, the consistency of responses across costs, profitability, preparedness, demand and support needs provides a strong basis for policy dialogue and targeted private sector support.

4. National and Regional Economic Context

Fuel / status indicator	Latest reported position	Private sector implication
Petrol price	WST\$3.99/litre	Direct pressure on delivery, staff commuting, customer spending and business travel.
Diesel price	WST\$5.39/litre	Major pressure on freight, generators, heavy machinery, construction, agriculture and shipping-linked services.
Kerosene price	WST\$5.02/litre	Relevant for aviation, household energy and vulnerable users.
Reserve cover after 1 June tanker	Diesel 50 days; petrol 56 days; kerosene/jet fuel 82 days.	Current supply stability, but conservation is warranted until scheduled shipments are confirmed and received.
Alert status	Amber precautionary level.	Activate BCPs, conserve fuel and prepare for escalation to tighter allocation settings.

4.1 Samoa fuel price and supply context

Samoa should be framed as **stable but exposed**. According to the Ministry of Finance’s June 2026 fuel price update, petrol was WST\$3.99 per litre, diesel WST\$5.39 per litre, and kerosene WST\$5.02 per litre. These prices create direct cost pressures for transport, logistics, production, tourism services, generator-dependent businesses, and households.

Government fuel-status updates indicated that supply remained stable following the 1 June tanker arrival, while the Amber Level was activated as a precautionary measure rather than in response to an immediate shortage. Earlier Government communications in March 2026 also confirmed that Samoa had no immediate fuel shortage at that time, with petrol and diesel stocks expected to cover approximately 50–60 days and jet fuel/kerosene up to 80 days following the scheduled tanker discharge.

However, the Government’s continued emphasis on responsible fuel use, and its caution against panic buying and stockpiling, highlight Samoa’s exposure to supply-chain disruptions, price volatility, and pressure on essential services. The practical implication is that businesses should conserve fuel, verify BCPs, monitor fuel-dependent operations, and establish clear escalation triggers while national supply remains above emergency thresholds.

4.2 Samoa economic and social indicators

Samoa Bureau of Statistics releases show mixed macroeconomic conditions entering the fuel shock period: GDP recorded a 0.2% year-on-year increase in December 2025, CPI recorded a 0.5% year-on-year decrease in April 2026, average annual inflation was 1.0%, migration increased 1.2% year-on-year in April 2026 and employment increased 9.3% year-on-year in the March 2026 quarter. This suggests that while headline inflation was contained before the full pass-through of the fuel shock, businesses were already exposed to imported price volatility, freight cost increases and energy reliability risks.

The Central Bank/SBS January 2026 review noted that fuel represents 6.6% of Samoa’s CPI basket and that the Fuel Price Index rose 0.7% month-on-month and 1.8% compared with January 2025. Even where headline CPI appears moderate, fuel shocks can quickly transmit through transport, food prices, electricity generation, freight, construction materials and tourism operating costs.

4.3 Regional Pacific context

The World Bank's May 2026 Pacific Economic Update projects PIC-11 growth to slow to 2.8% in 2026, with rising energy and transport costs placing pressure on households, businesses and government budgets. This indicates that global uncertainty, higher fuel and shipping costs and renewed supply disruptions are creating stronger headwinds for Pacific economies.

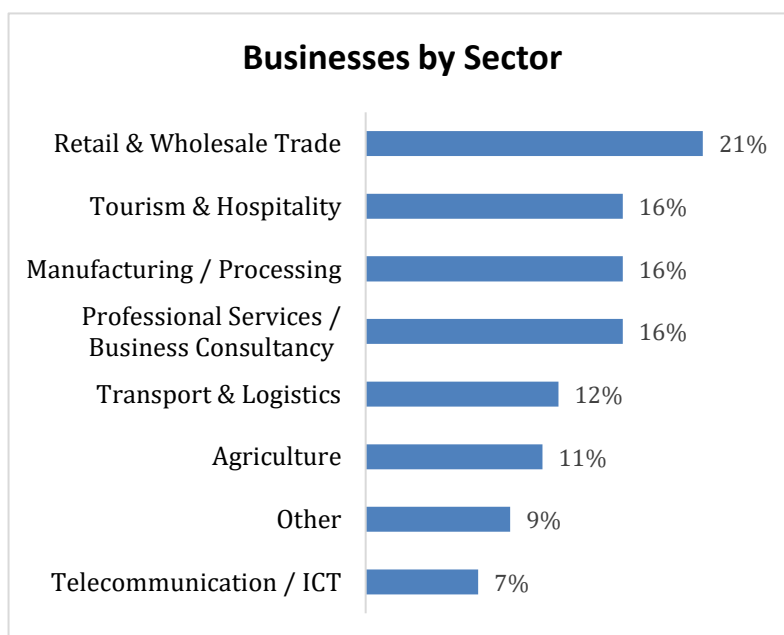
ADB regional analysis similarly warns that Middle East conflict-related energy and trade disruptions can raise inflation and reduce growth across developing Asia and the Pacific. The implication for Samoa is clear: fuel risk is not isolated to pump prices. It affects freight, imported food, tourism air connectivity, energy generation costs, liquidity and household purchasing power.

Against this national and regional backdrop, the survey findings show how fuel-related risks are already being transmitted into business operations, costs, customer behaviour, employment decisions and investment confidence.

5. Survey Findings

5.1 Business profile

The survey captures a cross-section of Samoa's private sector. The largest reported sectors were retail and wholesale trade, tourism and hospitality, manufacturing/processing, professional services, transport and logistics and agriculture. This means the sample includes both fuel-intensive sectors and sectors indirectly exposed through customer demand, freight, electricity and supplier prices. Other respondents represented sectors such as automotive-engineering services, hygiene and sanitation, and private asset management.



Source: SCCI Fuel Crisis Survey raw data; n=118. Multi-select question.

By employment size, small businesses accounted for 35% of valid responses, micro businesses 27%, medium businesses 25% and large businesses 13%. This indicates that both MSMEs and larger employers are represented, but policy measures must remain accessible to smaller firms with limited reserves and less capacity to absorb fuel price increases.

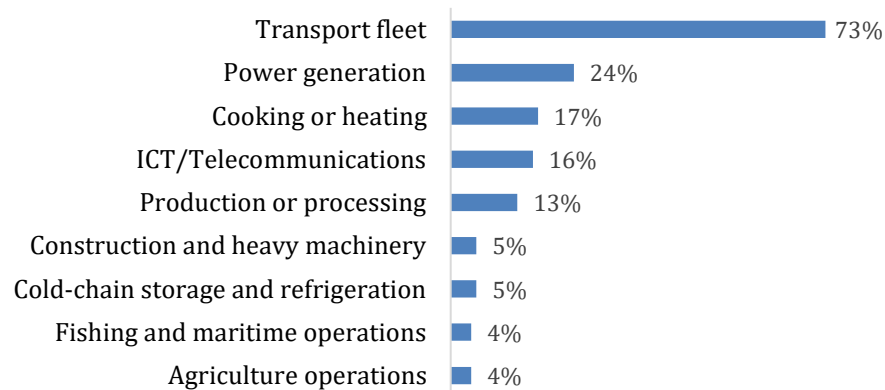
Business size	Count	Percent
Small (6-20 employees)	41	34.7%
Micro (1-5 employees)	32	26.7%
Medium (21-50 employees)	30	25.3%
Large (51+ employees)	15	13.3%

Source: SCCI Fuel Crisis Survey raw data; n=118 valid responses.

5.2 Fuel and energy usage

Fuel use is strongly operational rather than discretionary. Transport fleet use was selected by 73% of respondents answering the question, reflecting reliance on vehicles for deliveries, services, site visits, commuting, tourism, wholesale distribution and logistics. Power generation was selected by 24%, confirming that diesel generation and backup power are important for continuity where electricity reliability is a concern.

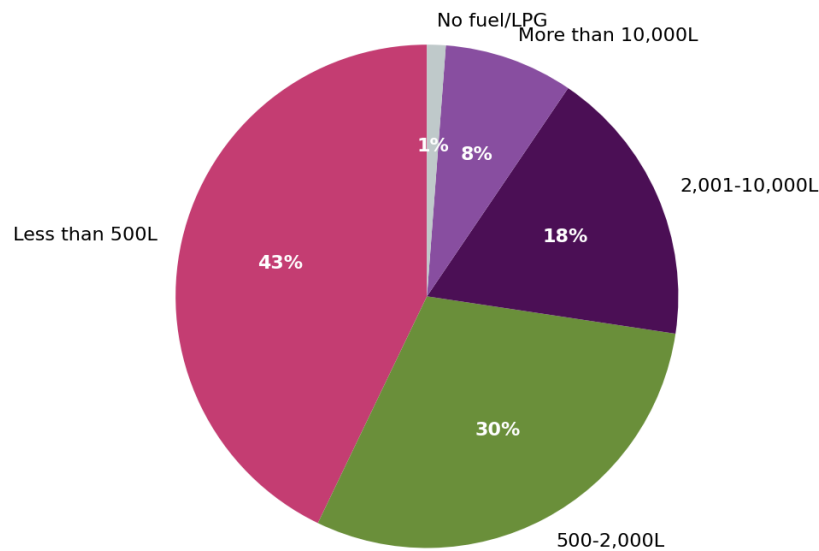
Primary fuel and LPG uses



Source: SCCI Fuel Crisis Survey raw data; n=118. Multi-select question.

Monthly fuel and LPG consumption is concentrated among lower-volume users, with 43% consuming less than 500 litres per month and 30% consuming 500–2,000 litres. However, 18% consume 2,001–10,000 litres and 8% consume more than 10,000 litres. These higher-volume users, likely including logistics, aviation-related services, construction, manufacturing and utilities-linked operations, face greater exposure to fuel availability and price stability risks.

Monthly fuel/LPG consumption profile



Source: SCCI Fuel Crisis Survey raw data; n=118.

Renewable energy adoption remains limited. Among valid responses, 42.1% reported no renewable adoption at present, while 37% are exploring options but have not yet implemented them. This is a

significant policy opportunity: the private sector is signalling interest in renewable transition but needs incentives, financing and technical support.

Respondent feedback - renewable energy and policy incentives (Manufacturing Company)

"Need review of tariff to allow renewable energy to be brought in with zero or minimal duty for home consumption. Government to consider cushioning the impact of the increase with subsidising of the major increase, with a limited (10%) pass-through to consumers."

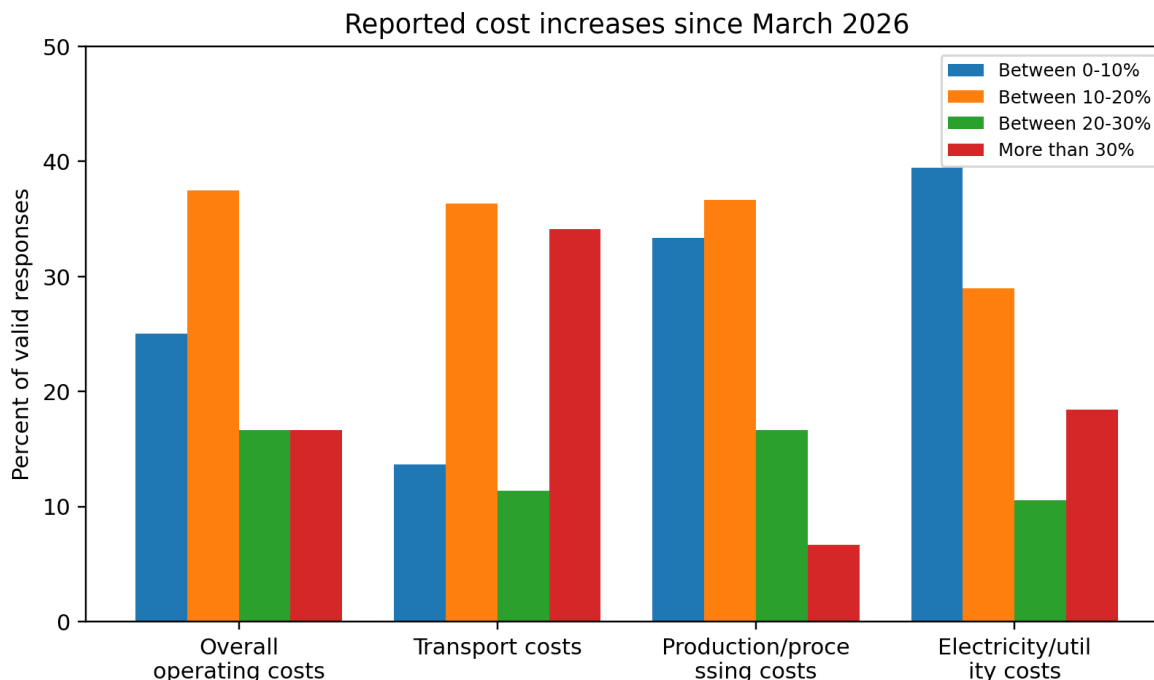
5.3 Current impacts on business operations

The current impact profile is dominated by cost escalation. Increased fuel costs were selected by 80% of respondents, rising overall operating expenses by 65% and reduced profitability or margins by 47%. Cash-flow strain was selected by 35%, indicating that the shock is not only affecting profit but also day-to-day liquidity.

Current impacts from fuel price	Count	Percent
Increased fuel costs	94	80%
Rising overall operating expenses	77	65%
Reduced profitability or margins	55	47%
Cash flow strain or liquidity challenges	41	35%
Supply chain and logistics disruptions	32	27%
Decline in customer demand or bookings	19	16%
Reduced business confidence or investment outlook	19	16%
Employment impacts	18	15%

Source: SCCI Fuel Crisis Survey raw data; n=118 valid responses. Multi-select question.

Transport costs showed the sharpest high-end increase: among businesses that answered the transport cost item, 34% reported increases of more than 30%. Overall operating costs were more concentrated in the 10-20% increase band, while electricity and utilities were more mixed. This pattern suggests that fuel price increases are first being absorbed through transport and logistics before fully passing through to other cost categories.



Source: SCCI Fuel Crisis Survey raw data; n=118 valid responses vary by cost category.

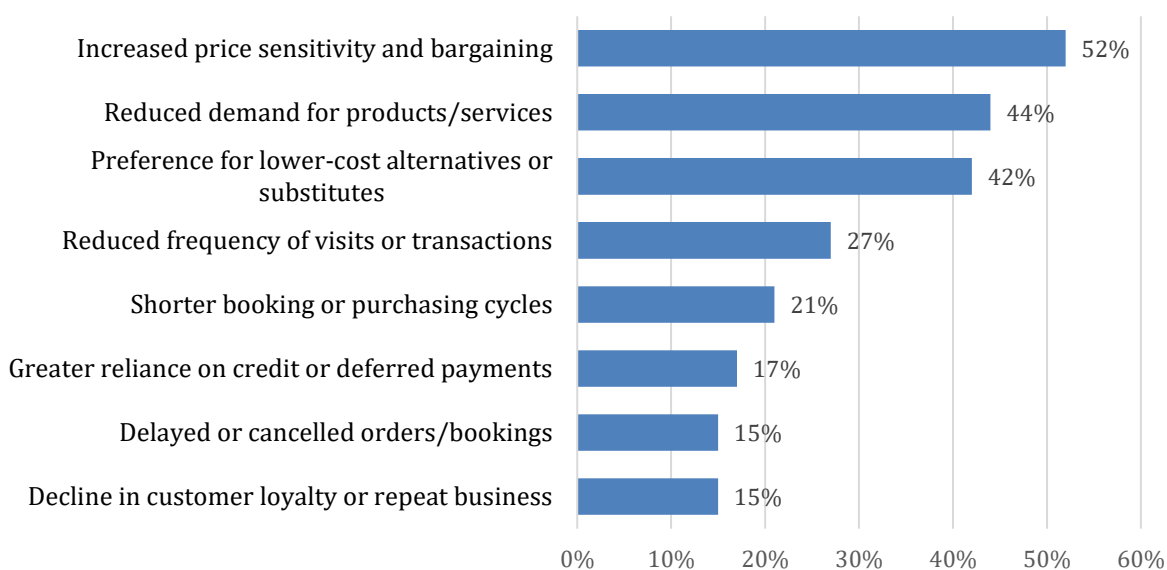
Respondent feedback - communication and planning (Tourism & Hospitality business)

"Keep the private sector and the public informed and up to date on fuel price movements, fuel supply stocks, and move swiftly to finalise strategies to cope, assist and manage the country through the fuel crisis."

5.4 Customer behaviour and employment impacts

The crisis is also affecting demand. The main changes in customer behaviour were increased price sensitivity and bargaining at 52%, reduced demand for products and services at 44%, and a shift toward lower-cost alternatives or substitutes at 42%. These findings show that businesses are facing a dual squeeze: higher operating costs on one side, and weaker customer spending power on the other. As fuel and transport costs rise, customers are more likely to delay purchases, reduce orders, negotiate prices, or choose cheaper alternatives.

Changes in customer behaviour



Source: SCCI Fuel Crisis Survey raw data; n=118. Multi-select question.

Employment impacts are emerging but have not yet become universal. 42% reported no significant employment impact, while 31% reported hiring delays or cancelled recruitment plans, 21% reported reduced working hours and 21% reported increased workload or longer hours for remaining staff.

Employment impact	Percentage
No significant employment impact at this stage	41.5%
Hiring delays or cancelled recruitment	30.2%
Wage freezes or reduced salaries	20.8%
Increased workload or longer hours	20.8%
Reduction in staff working hours	20.8%
Shift to part-time/casual contracts	11.3%
Temporary layoffs/redundancies	9.4%

Source: SCCI Fuel Crisis Survey raw data; n=118. Multi-select question.

This suggests that businesses may initially respond through recruitment freezes and hours adjustments before moving to redundancies or business closures.

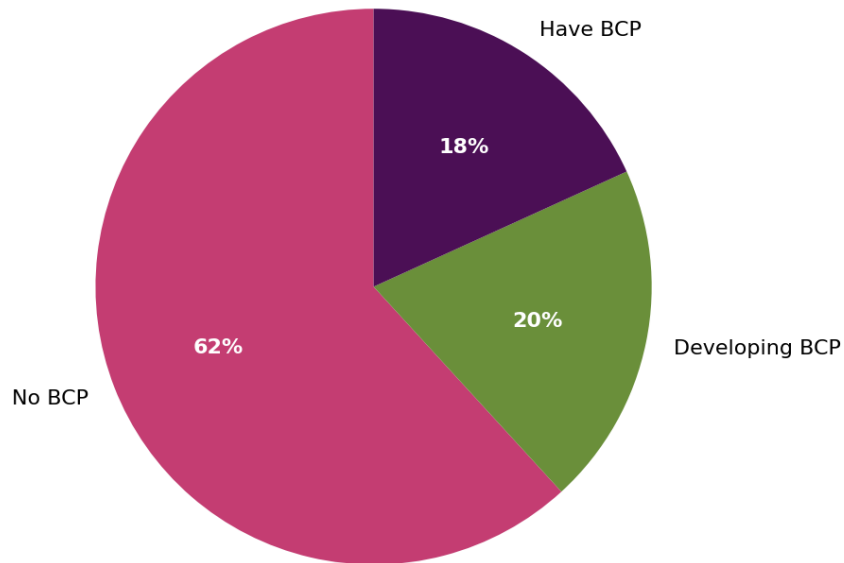
Respondent feedback - cost pass-through and households (Transport business)

"Increased costs will only be passed on to the consumer, driving up the cost of goods and cost of living."

5.5 Contingency and preparedness

Preparedness remains a major vulnerability. Among respondents who answered the BCP question, only 18% have a Business Continuity or Contingency Plan that includes fuel disruption. 62% do not, while 20% have one in development.

Fuel disruption BCP status



Source: SCCI Fuel Crisis Survey raw data; n=118.

If fuel supply is disrupted for 30 days or more, the most common contingency measures were reducing operations to essential services only (38%), scaling down staff hours or workforce temporarily (33%), reducing energy use (33%) and developing or activating a BCP (30%).

For alternative supply chains, the leading options were shared logistics and transport arrangements (32%), digital adaptation (28%), renewable energy switching (26%) and local substitution (24%). These responses show that businesses are open to collective action, but the market may require coordination support to make shared logistics and bulk purchasing operational.

Respondent feedback - national plan and essential services (Telecommunication Company)

"There needs to be a national plan incorporating all essential services, such as telecommunications, especially when work-from-home and other digital mediums are planned to be utilised. Look into free public transport also."

5.6 Future outlook

The 3-6 month outlook is negative. Decreased profitability was selected by 64% of respondents, rising supplier prices and input costs by 63% and increased cash-flow pressure by 45%. Employment adjustments were expected by 33%, while 20% flagged temporary or permanent business closure risk.

Expected business impacts (next 3-6 months)	Count	Percent
Decrease in overall profitability	76	64%
Rising supplier prices and input costs	74	63%
Increased cash flow pressure or liquidity challenges	53	45%
Employment adjustments	39	33%
Decline in customer demands or bookings	25	21%
Temporary or permanent business closure risk	24	20%

Source: SCCI Fuel Crisis Survey raw data; n=118. Multi-select question.

If the crisis continues for 6-12 months or more, 44% of valid respondents expect delayed expansion plans, 18% expect cancelled new investment projects and 32% indicated business diversification plans. The risk is therefore not only short-term survival but also delayed private investment, reduced future employment, tax revenue, and slower productive capacity growth. At the same time, the share of firms considering diversification suggests there is appetite for resilience investment if supported by appropriate finance and advisory mechanisms.

Respondent feedback - electricity and production continuity (Manufacturing & Retail Company)

"While fuel availability is important, our greater operational concern is the risk of electricity rationing or prolonged power outages. As a food manufacturing and retail business, uninterrupted electricity is critical to maintaining production, refrigeration, food safety and continuity of supply."

5.7 Social impacts

Respondents expect social consequences to be widespread. Shortages of essential goods and services were selected by 77% and increased cost of living and household financial strain by 75%. Heightened stress and mental health challenges were selected by 52%, reduced mobility and access to work by 49% and food security concerns by 41%.

Expected social impacts	Percent
Shortages of essential goods and services	77%
Increased cost of living and household financial strain	75%
Heightened stress and mental health challenges	52%
Reduced mobility and access to work	49%
Decline in community morale or social cohesion	43%
Food security concerns	41%
Increased pressure on social welfare and support systems	40%
Rising unemployment or underemployment	39%

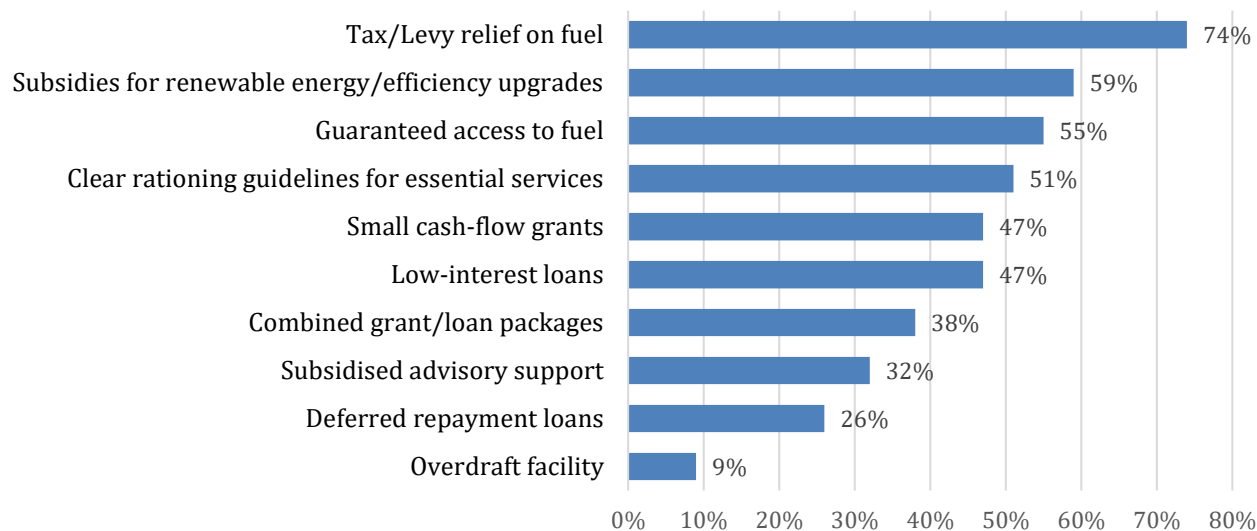
Source: SCCI Fuel Crisis Survey raw data; n=118. Multi-select question.

These responses support a whole-of-economy approach. Fuel shocks can affect food availability, access to work and education, household stress, rural-urban inequality and community confidence. Private sector continuity is therefore directly linked to social stability.

5.8 Business support needs

The strongest support requests combine immediate relief and resilience investment. Tax/levy relief on fuel was selected by 74%, subsidies for renewable energy and efficiency upgrades by 58%, guaranteed priority fuel access by 55% and clear rationing guidelines by 51%. Small cash-flow grants and low-interest loans were each selected by 47% and 47%, respectively.

Immediate financial and policy support needs



Source: SCCI Fuel Crisis Survey raw data; n=118. Multi-select question.

Advisory support needs are clear. Business continuity planning was selected by 66%, access to finance support by 51%, cost reduction strategies by 47%, and energy efficiency/transition advice by 47%. This indicates a need for practical, hands-on support rather than only broad policy announcements.

Advisory support and training needs	Count	Percent
Business continuity planning	78	66%
Access to finance support	60	51%
Cost reduction strategies	55	47%
Energy efficiency/transition advice	55	47%
Cash flow planning	47	40%
Energy audits/assessments	42	36%
Digital adaptation	42	36%
Financial literacy training	30	25%

Source: SCCI Fuel Crisis Survey raw data; n=118. Multi-select question.

These results show that businesses are not only asking for financial assistance. They are also asking for predictable rules, priority access arrangements and investment support to reduce future fuel dependency.

6. Sector Exposure and Risk Assessment

Five sectors require priority attention: transport and logistics, food distribution and retail wholesale, agriculture and fisheries, tourism and hospitality, and utilities and energy. These sectors combine high economic importance with high fuel dependency and should be central to any priority fuel allocation or continuity planning framework.

Economic Importance / Fuel dependency	Lower direct fuel dependency	High direct fuel dependency
Critical importance	Public administration Emergency response ICT coordination	Utilities Tourism & hospitality Food distribution Shipping/ports Transport & logistics
High importance	Financial services ICT & digital services Professional services	Agriculture & fisheries Manufacturing/processing Construction Freight/distribution

Source: SCCI analysis. Sector risk heat map based on economic importance and fuel dependency.

Sector	Fuel dependency	Economic importance	Risk rating	Rationale
Transport & logistics	Critical	Critical	Critical	Freight, delivery, shipping, stevedoring and mobility transmit fuel shocks to all sectors.
Food distribution / retail wholesale	High	Critical	Critical	Fuel affects stock movement, food prices, shelves and household welfare.
Agriculture & fisheries	High	Critical	Critical	Fuel and input disruption affect food production, rural incomes and food security.
Tourism & hospitality	High	Critical	Critical	Exposure through transport, food inputs, electricity, visitor demand and cancellations.
Utilities and energy	High	Critical	Critical	Electricity, water, fuel storage and essential infrastructure depend on fuel availability.
ICT and telecommunications	Medium	High	High	Backup power and network resilience enable banking, commerce and emergency coordination.
Manufacturing / processing	Medium-high	High	High	Production and distribution cost increases affect employment and supply chains.
Construction	High	Medium-high	High	Machinery, transport and materials exposure can delay private and public works.
Banking & finance	Medium	High	High	Cash-flow and loan stress can transmit into the financial system.

The following indicative prioritisation framework is proposed for discussion and validation with Government, NEOC/DAC, fuel suppliers and relevant sector regulators. It is intended to support transparent, risk-based fuel allocation if supply conditions deteriorate.

Tier	Priority Level	Sector / Business Type	Critical Function	Fuel Allocation
1		Fuel Distributors & Designated Service Stations	Refueling of critical fleets and emergency services	Highest Priority

	Critical Lifeline Services	LPG (Cooking Gas) Suppliers	Household and commercial cooking fuel security	Highest Priority
		Private Clinics & Medical Laboratories	Essential healthcare and diagnostics	Highest Priority
		Pharmacies	Distribution of prescription and emergency medicines	Highest Priority
		Medical Importers & Wholesalers	Supply of pharmaceuticals and medical equipment	Highest Priority
		Licensed Telecom Operators & SSCC Landing Stations	National communications and internet connectivity	Highest Priority
		Critical Network Infrastructure & Maintenance Crews	Mobile networks, data centres and emergency communications	Highest Priority
		Inter-Island Ferry Operations	Movement of food, fuel, medical supplies and essential personnel	Highest Priority
		Commercial Freight & Refrigerated Logistics	Transport of food, medicine and critical goods	Highest Priority
		Ports Operations, Stevedoring & Airport Cargo Handling	Maintaining import and export supply chains	Highest Priority
2	Essential Economic & Community Services	Commercial Agriculture & Fisheries	Domestic food production and food security	High Priority
		Food Wholesalers & Distributors	National food supply distribution	High Priority
		Food Processing & Manufacturing	Production of staple food products and beverages	High Priority
		Supermarkets, Retail Grocers & Bakeries	Community access to food and essential goods	High Priority
		Commercial Banks & Credit Unions	Access to cash, banking and liquidity services	High Priority
		Money Transfer Operations (MTOs)	Household access to remittances	High Priority
		Digital Payment Providers	EFTPOS, online banking and mobile payments	High Priority
		Utility Maintenance Contractors	Support to EPC and SWA infrastructure continuity	High Priority
		Private Sanitation & Waste Management Services	Public health, sanitation and waste collection	High Priority
3	Business Continuity & Community Resilience Services	Critical Construction & Emergency Engineering Contractors	Road clearance, infrastructure repairs and emergency works	Conditional Priority
		E-Commerce Platforms (e.g. Maua App)	Digital ordering and delivery of essential goods. Third-party courier services and e-logistics providers.	Conditional Priority
		Courier & Last-Mile Delivery Services	Distribution of medicines, groceries and household essentials	Conditional Priority
		Other Essential Private Sector Businesses Approved by NEOC	Business continuity and economic resilience	Conditional Priority

7. Consolidation with the BLP Regional Report

The BLP report provides an important regional benchmark. It found that Pacific businesses are heavily reliant on petrol and diesel, with 76% of all respondents relying on petrol and 68% relying on diesel. Agriculture and tourism/hospitality were particularly exposed: 80% of agricultural businesses relied on diesel and 84% of tourism/hospitality businesses relied on petrol. More than 30% of both groups reported fuel making up at least half of operating costs.

Samoa's results are consistent with this regional pattern. Although the Samoa survey used different questions and response categories, the findings show strong transport reliance, high direct fuel cost exposure, rising operating expenses and clear concern over profitability and liquidity.

The BLP report also found that 84% of Pacific businesses reported increased fuel prices, 60% reported increasing operating costs and 47% felt pressure to pass costs on to consumers. Samoa's results are closely aligned: 80% reported increased fuel costs, 65% reported rising operating expenses and 47% reported reduced profitability or margins.

The regional report identified small cash-flow grants, combined grant/loan packages and subsidised advisory services as major needs. Samoa differs in placing stronger emphasis on tax/levy relief, renewable energy and efficiency subsidies, priority access to fuel and clear rationing rules. This difference is important. Samoa's private sector is asking not only for financing, but also for transparent rules, essential-service prioritisation and a faster transition away from imported fuel exposure.

Regional benchmarking summary

Area	BLP regional insight	Samoa finding
Fuel dependency	Petrol/diesel dominate regional energy use; agriculture and tourism are highly exposed.	Transport fleet use, power generation and tourism/logistics exposure confirm fuel dependency.
Current impact	84% reported increased fuel prices; 60% increasing operating costs.	80% reported increased fuel costs; 65% rising operating expenses.
Demand/cash-flow risk	Tourism bookings and cancellations were major regional concerns; 69% expected lower profits.	64% expect decreased profitability; 45% expect cash-flow pressure.
Preparedness	Efficiency, renewable energy and continuity planning were dominant regional themes.	Only 18% have a BCP that includes fuel disruption; BCP support is the top advisory need.
Support needs	Grants, grant/loan packages and subsidised advisory support ranked highly.	Tax/levy relief, renewable energy subsidies, priority fuel access and rationing guidelines lead Samoa requests.

8. Policy Implications and Recommendations

The findings indicate that the private sector response should be structured around immediate stabilisation, essential service continuity, cost and liquidity support, renewable energy transition and medium-term resilience. The following recommendations are prioritised for Government–private sector collaboration.

1. Establish a joint Government–private sector fuel response coordination mechanism

Create a formal platform involving Government, petroleum suppliers, utilities, transport/logistics, food distributors, tourism, telecommunications, banking and Chamber/private sector representatives. The mechanism should meet regularly during amber/red alert conditions, share verified fuel stock and price information, coordinate messaging and escalate operational risks.

2. Publish clear essential-service rationing and priority access guidelines

Develop and communicate transparent criteria for priority fuel access for essential private sector services, including food manufacturing, supermarkets, pharmacies, medical suppliers, telecommunications, utilities support contractors, transport/logistics, port/airport services, banking/cash distribution and cold-chain operations.

3. Provide targeted temporary relief rather than broad, open-ended subsidies

Consider time-bound fuel tax/levy relief, freight relief, or targeted vouchers for critical sectors where cost pass-through would affect food security, essential goods, public transport and vulnerable households. Relief should be conditional, transparent and reviewed periodically.

4. Launch a private sector Business Continuity Plan programme

Provide templates, workshops and one-on-one advisory support to help firms prepare fuel disruption, electricity disruption, staffing, logistics and cash-flow continuity plans. Prioritise SMEs, essential service businesses and high fuel-use sectors.

5. Accelerate renewable energy and efficiency investment

Introduce or scale up duty concessions, grants, concessional loans and technical assistance for solar PV, battery storage, efficient refrigeration, generator efficiency, energy audits and demand management. Align this with Samoa's broader energy transition and resilience priorities.

6. Coordinate shared logistics and bulk purchasing pilots

Pilot shared delivery routes, consolidated freight, inter-business transport coordination and sector-based bulk purchasing for critical inputs. This can reduce fuel use and protect smaller firms that lack logistics scale.

7. Protect electricity-dependent production and cold-chain services

Develop contingency protocols for planned electricity rationing, including advance schedules, priority arrangements for food production/cold storage, support for backup power and safety guidance for generators and fuel storage.

8. Strengthen consumer protection and fair-trade monitoring

Monitor price gouging, panic buying and essential-goods availability. Work with businesses on fair cost pass-through principles and public messaging to avoid misinformation and artificial shortages.

9. Implementation Plan

Timeframe	Priority action	Lead / partners	Expected output
Immediate, 0–30 days	Issue verified fuel stock and price updates; clarify essential-service priority access; discourage panic buying	Government, MOF, NEOC/DAC, fuel suppliers, SCCI	Public advisory note and essential-service fuel access protocol
Short term, 1–3 months	Launch BCP support; map critical private sector fuel users; pilot shared logistics	SCCI, MCIL, private sector	BCP templates, sector fuel-risk register and logistics pilot
Medium term, 3–12 months	Scale renewable energy and efficiency support; develop concessional finance; strengthen fair-trade monitoring	Government, MCIL, banks, development partners, SCCI	Financing package and energy-efficiency support window
Long term, 12+ months	Reduce imported fuel dependency through private sector energy transition and transport efficiency	Government, EPC, OOTR, private sector	Private sector energy transition roadmap

10. Conclusion

The Samoa National Private Sector Fuel Crisis Impact Survey confirms that fuel-related pressures are already affecting business costs, profitability, cash flow, customer demand, supply chains and confidence. The most exposed firms are those dependent on transport, generators, logistics, tourism services, manufacturing, food supply and cold-chain operations. However, even businesses with limited direct fuel consumption remain indirectly exposed through freight costs, supplier pricing, electricity reliability and declining household purchasing power.

Samoa’s risk profile is closely aligned with the wider Pacific region, where imported fuel dependence, high freight costs and global supply uncertainty remain major economic threats. Fuel security should therefore be treated as a national economic resilience issue, not only a supply management concern.

The immediate priority is to move from general concern to operational readiness. This requires clear public communication, essential-service prioritisation, targeted cost relief, business continuity planning, access to finance, shared logistics, fair-trade monitoring and accelerated investment in renewable energy and energy efficiency.

The Chamber and private sector can play a central role as coordination partners, evidence providers and implementation channels for business advisory support. Acting during the current preparedness window will be far less costly than responding after severe shortages, business closures, employment losses or essential service disruptions have already occurred. A coordinated response now will help Samoa protect essential services, stabilise business confidence and strengthen long-term resilience to future fuel and supply-chain shocks.

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Appendix. Survey questionnaire alignment

Questionnaire section	Coverage	Use in report
Section 1: Business profile	Sector, ownership, gender ownership, export activity, size, turnover and location.	Frames exposure by sector, business size and location.
Section 2: Fuel & energy usage	Primary uses of fuel/LPG, monthly consumption and renewable energy adoption.	Identifies direct fuel dependency and energy transition readiness.
Section 3: Current impacts	Difficulties, cost increases, customer behaviour and employment effects.	Measures immediate business stress.
Section 4: Contingency & preparedness	Contingency actions, alternative supply chains and BCP status.	Assesses resilience and continuity gaps.
Section 5: Future outlook	3-6 month outlook, investment outlook and social impacts.	Assesses forward-looking risk.
Section 6: Business support needs	Financial support and advisory/training needs.	Guides policy and Chamber response packages.
Section 7: Final comments	Recommendations and additional concerns.	Provides qualitative evidence and policy suggestions.