MALO O SAMOA

COMMUNITY DEVELOPMENT PLAN

2016-2021

"empowering communities to lead inclusive development for quality of life for all"

Message from the Minister

I am pleased to present the 2016 – 2021 Community Sector Plan (CSPII). It sets out the collective aspirations of and for our villages and communities as well as identifying the priorities to be pursued towards realization of those. Drawing on the national vision of *'Improved quality of life for all'* the CSPII aspires to *'Empower communities to lead Inclusive Development for improved quality of life for all'.*

This second iteration of the CSP builds on the gains of the first plan and incorporates the lessons learnt for continuous improvement. It also signals a clear change in approach to community development with its emphasis on supporting existing or emerging leadership structures in villages and communities to lead their inclusive and holistic growth while government, business, NGOs and other partners coordinate better to support them as required. This shift necessitates a range of reforms within MWCSD and its various interfaces which will be rolled out during the Plan period to ensure our villages and communities are optimally supported for improved outcomes.

Inclusion is a critical underpinning of the CSPII valuing the need for everyone to contribute to and benefit from development. With the many challenges we face, we need to draw on and ensure delivery for all our citizenry, especially women, youth, persons with disabilities, the elderly, rural residents and other traditionally marginalized groups. Community development also needs to be holistic, recognizing the inter-linkages between all sectors. While improving social outcomes remains the priority, there is recognition that we cannot make our families especially the most vulnerable safer and stronger unless we address economic challenges, underrepresentation in decision-making and build resilience to climate change and disasters. Improved coordination and partnerships will thus be a focus for capacity building.

The CSPII has arisen out of intensive community consultations as well as interrogation of critical data relevant to the pertinent indicators aligned to the National SDGs Framework. I look forward to working with everyone to deliver on the aspiration of better outcomes and improved quality of life for all our people especially the most vulnerable.

Hon. Faimalotoa Kika Iemaima Stowers
MINISTER FOR WOMEN, COMMUNITY AND SOCIAL DEVELOPMENT

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Acronyms & Abbreviations

ANM	-	Aiga ma Nuu Manuia
CEDAW	-	Convention on All Forms of Discrimination Against Women
CEO	-	Chief Executive Officer
CBO	-	Community Based Organisation
CDP	-	Community Development Plan
CR	-	Climate Resilience
CRC	-	Convention on the Rights of the Child
CRPD	-	Convention on the Right of the People with Disabilities
CSP	-	Community Sector Plan
CSSC	-	Community Sector Steering Committee
DBS	-	Development Bank of Samoa
DPO	-	Disability Program Officer
DRM	-	Disaster Risk Management
DRR	-	Disaster Risk Reduction
GBV	-	Gender Based Violence
ICT	-	Information, Communication and Technology
MAF	-	Ministry of Agriculture and Fisheries
MCIL	-	Ministry of Commerce Industry and Labour
MESC	-	Ministry of Education, Sports and Culture
MERF	-	Monitoring, Evaluation and Reporting Framework
MTEF	-	Medium Term Expenditure Framework
M&E	-	Monitoring and Evaluation
MJCA	-	Ministry of Justice, Courts and Administration
MOF	-	Ministry of Finance
MOH	-	Ministry of Health
MOP	-	Ministry of Police
MP	-	Member of Parliament
MWCS	-	Ministry of Women, Community and Social Development
NGOs	-	Non Government Organisations
PWD	-	People with Disability
SBEC	-	Small Business Enterprise Centre
SBI	-	Small Business Incubator
SDG	-	Sustainable Development Goal
SFHA	-	Samoa Family Health Association
SLRC	-	Samoa Land Reform Commission
SPCS	-	Samoa Prison and Correction Services
SRH	-	Sexually Reproductive Health
STA	-	Samoa Tourism Authority
STD	-	Sexually Transmitted Disease
STI	-	Sexually Transmitted Infection
SVSG	-	Samoa Victim Support Group
TCMSP	-	Trade, Commerce and Manufacturing Sector Plan
TOR	-	Terms of Reference
WAC	-	Women Advisory Committee
WHO	-	World Health Organisation
YWCA	-	Young Women Christian Association

Introduction

The Community Development Sector plan 2016-2021 provides a framework for guiding the development of community in Samoa. It is a strategic tool to achieve the vision, mission and overall goal / outcome of the work of the Community Development Sector.

Alignment and Linkages to Other Sector
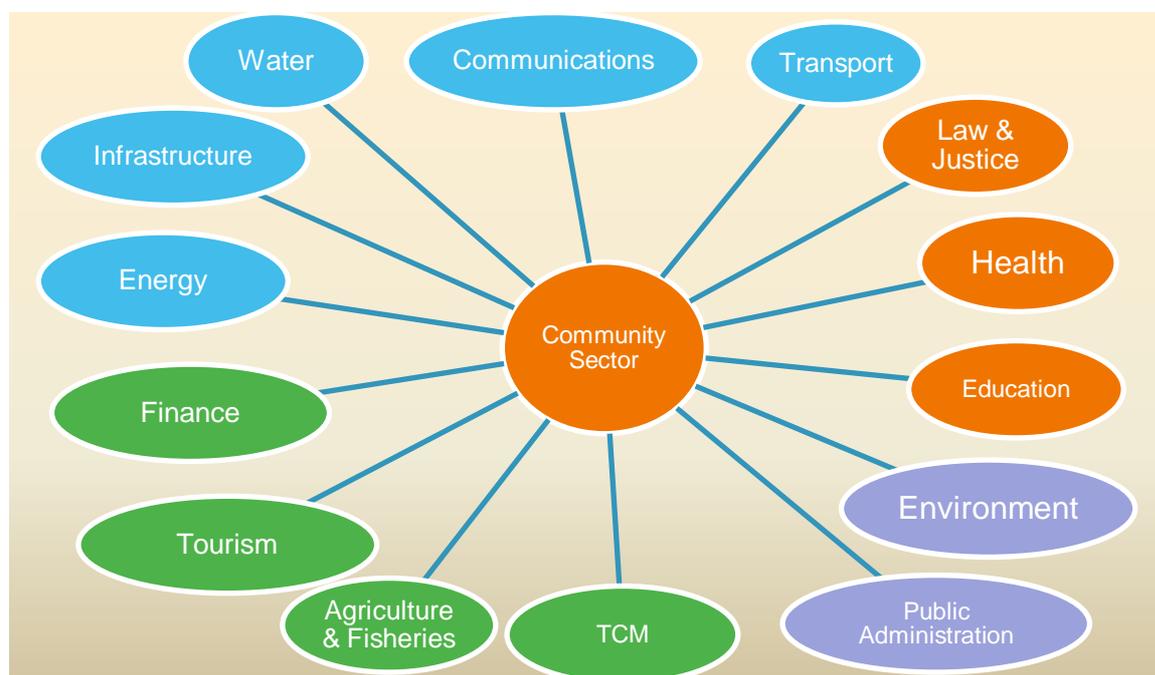
Source : MOF Presentation to Community Sector Plan Consultation

The Community Sector contributes to the work of all the other 14 sectors as well as being the main beneficiary group for the same sectors. Social development is a core aspect of the Community Sector work, thus together with the Law and Justice, Health and Education groups, it forms the Social Sector (orange) whose collaborative efforts are critical to ensuring that Samoans are healthy, educated, safe and strong. The special focus on the most vulnerable populations underscores the need for its cross-cutting influence to ensure that the interests and rights of women, children, elderly, youth, low income households, rural citizens are addressed in the work of all sectors.

Shift to an Integrated Approach

While work under CSPI in line with the MWCSD set-up targeted specific beneficiary groups, for example, women and children through the Division for Women and National Policies for Women and Children, youth through the Division for Youth and policy for same, persons with Disability through the Disability Unity and relevant national policy, men through the Division for Internal Affairs, CSPII will take a different approach.

All work to improve inclusive governance whether it be advocacy for women, youth, PWD, children to be seen and heard, will be the work of the Governance Group guided by an Inclusive Governance Strategy. Similarly work to improve social outcomes, for example, making women, children, elderly safer and living violence-free lives will be integrated with the focus being on supporting families, villages, churches to ensure safer homes and communities. Activities to economically empower the most vulnerable will also be integrated and led by the Economic Empowerment team, with a move away from specific programming targeting just women, or youth only or men.

Synergizing programs on economic improvement, social protection, good governance for communities/villages which are inclusive of women, youth, PWDs and men should result in greater efficiencies and augur better for effective take-up. Grouping together economic empowerment, separate from social protection, and governance means that the focus is narrowed as per the area but the target audience is inclusive. Narrowing the focus allows for deeper engagement by staff with the particular subject area and facilitates development of specialized/expert knowledge and skills. Design of what and how of public services delivery have to be client focused. In communities/villages the basic social unit of organization is the family inclusive of men, women, children, young persons, PWDs or at a broader level. Thus, services delivered have to be geared towards supporting that entity building on its strengths, rather than imposing structures which risk non-sustainability of results. In the areas of economic empowerment, protecting vulnerable children, the approach will be supporting/enabling families/villages to achieve the desired outcomes for themselves' ('teach a man to fish' concept).

The focus of the work of the MWCSD will be policy, implementation coordination, resource mobilization, monitoring and evaluation. This shift requires capacity to be built of villages/communities, NGOs and other implementation partners as well as MWCSD. Areas to be supported include;
- communities planning/designing, implementation capacity
- mapping, developing, costing required services, vulnerability index
- data systems, frameworks for cross-sectoral vulnerable groups inclusion, services outsourcing, partnerships, communications, policy (development, M&E)

Organization Structure Reforms
The realignment of work means that the organization structure required to deliver the work is also changed so that it is fit for purpose. New work groups namely, Governance, Social Development and Economic Empowerment, replace the Division for Internal Affairs, Women and Youth. Realigning work groups to be inclusive is a more natural reflection of the organization of families/villages we intend to support/enable. Changing the structure as proposed means that the concerns on gender equity, youth development, child protection, PWD advancement are mainstreamed into work of core divisions are not divided along gender lines, or age barriers or abilities. The development of Community, Governance, Gender, Youth, Child, PWD specialists will be supported to further strengthen mainstreaming capacity across all sectors.

We will also review the mechanisms and structures for the interface between government and communities mainly through village representatives to ensure set-ups which best facilitate achievement of inclusive community development.
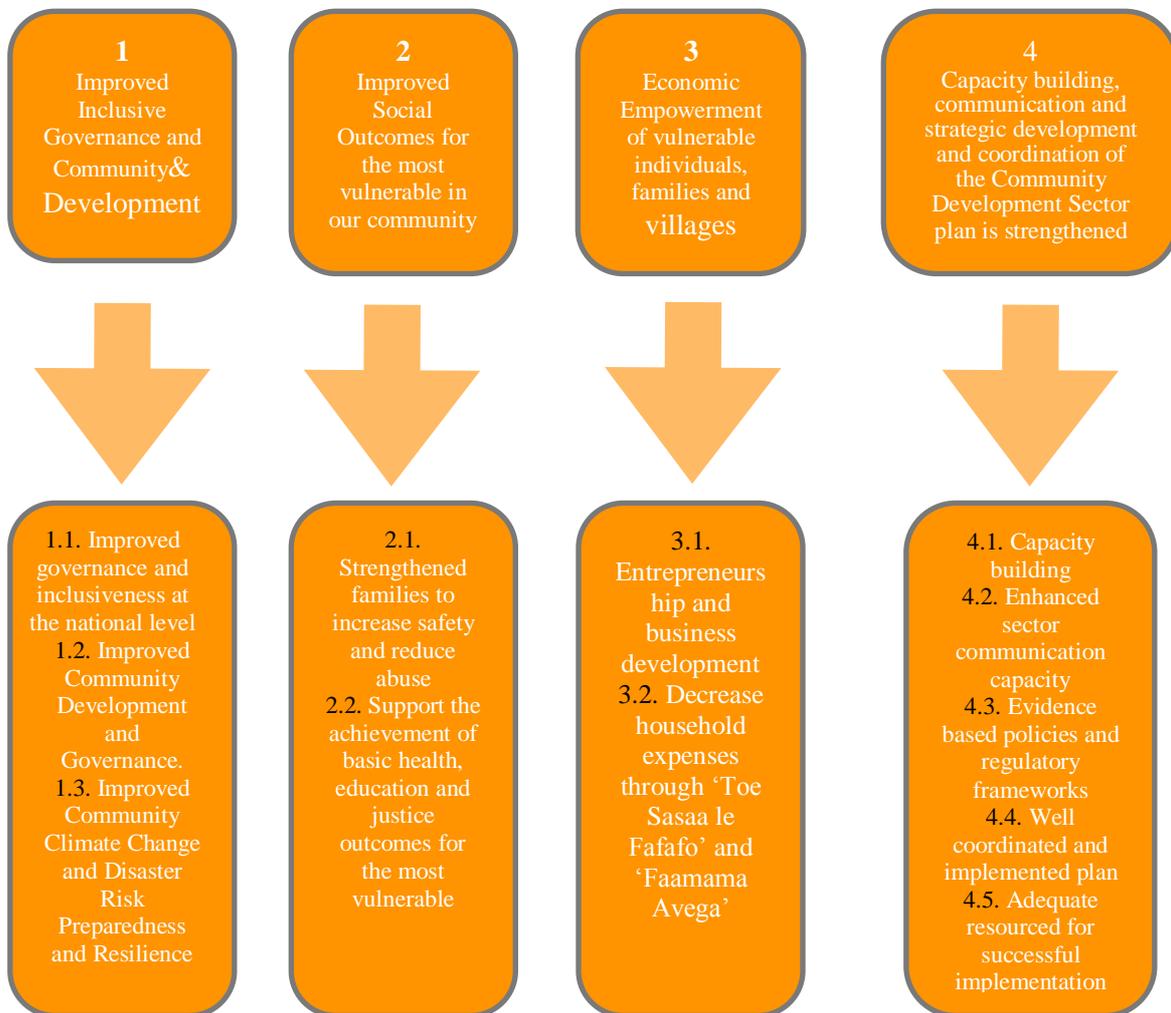
Community Development Sector Plan Overview

WHAT WE WANT TO ACHIEVE

> COMMUNITIES LEADING inclusive development for quality of life for ALL

WHAT WE WILL DO

> EMPOWERING COMMUNITIES to lead their inclusive development for quality of life for ALL

END OF SECTOR PLAN OUTCOMES AND OUTCOMES MAPPING

1	2	3	4
Improved Inclusive Governance and Community& Development	Improved Social Outcomes for the most vulnerable in our community	Economic Empowerment of vulnerable individuals, families and villages	Capacity building, communication and strategic development and coordination of the Community Development Sector plan is strengthened
1.1. Improved governance and inclusiveness at the national level 1.2. Improved Community Development and Governance. 1.3. Improved Community Climate Change and Disaster Risk Preparedness and Resilience	2.1. Strengthened families to increase safety and reduce abuse 2.2. Support the achievement of basic health, education and justice outcomes for the most vulnerable	3.1. Entrepreneurship and business development 3.2. Decrease household expenses through 'Toe Sasaa le Fafafo' and 'Faamama Avega'	4.1. Capacity building 4.2. Enhanced sector communication capacity 4.3. Evidence based policies and regulatory frameworks 4.4. Well coordinated and implemented plan 4.5. Adequate resourced for successful implementation

Intermediate Outcome 1.1: **Improved Inclusive Governance At All Levels**

Governance is the exercise of authority (political, economic, administrative) necessary to manage a group or organization's affairs. It encompasses the decisions made about resources, the processes through which decisions are made, the principles which guide these, the implementation of decisions, the decision-makers as well as accountability of latter for former. It is relevant to all levels of organization from families to villages, churches and countries.

Good governance requires that those who are affected by decisions have a chance to be part of or contribute to the decision-making processes. The composition of the governing group should ideally reflect the make-up of those they govern. It is the premise that if decisions are participatory or if all affected by decisions are included in their making, the decisions will reflect their concerns, values or respond to their needs and will thus be more credible and effective.

Similarly, the inclusion of the needs of all groups in policies, plans or programs is critical to the latter's relevance and legitimacy. Traditionally, decision-makers and decision-making are dominated by those who hold authority, are powerful, well-resourced and influential. Women, youth, persons with disabilities, children and other marginalized groups are often not there or poorly represented. For example, while women make up half of Samoa's population, they only occupy 10% of the seats in Parliament. The 10% is reached through employment of the Temporary Special Measure reserving seats in Parliament for women, without it, it will only be 8%. According to Samoa culture and traditions, it is matais who have stewardship over families. Ownership of customary land vests in matais, thus with 80% of land in Samoa, being customary, women's equitable access to economic resources will continue to be a challenge unless their relative underrepresentation in the matai circles is addressed. In every village of the more than 300 traditional villages in Samoa, the matai collectively sit as the village council who governs all village affairs from economic developments to making and enforcing rules for the peace and security of the village. Again, while women make up half the populations of families, villages, there are only 10% of matais are women and only 5% participate in village councils.

Given that, being a matai and demonstrated service to the village are legal requirements for candidacy in national elections, this is an area of concern. The outcome pursued is ensuring that our decision-making processes, decision-makers and decisions are more reflective of the make-up and needs of all sectors of wider society. Particular focus is given to improving gender equity given that women are half the population and the SDG vision of Planet 50/50 by 2030. However, a similar approach is taken to ensure the inclusion in governance of persons with disabilities, youth and other vulnerable groups. Work will thus focus on identifying and addressing the factors which hinder women or other underrepresented groups progress to being matai, or actively participating in village councils and consequently being able to stand for elections or other leadership positions in public or private sector.

There are three key components of the strategy for strengthening inclusion and diversity in governance. First is investing in public education and awareness raising programs to

ensure that value and need for inclusion in decision-making is widely understood and accepted. Traditional and church leadership are the authoritative mainstays within villages and communities. It is thus critical that we work with them and support their leadership in advocating for and implementing inclusive governance. Second, is the need to support the traditionally underrepresented to have capacity and confidence to move to governance positions. In critical areas where accelerated progress is required, temporary special measures will be advocated for. Another important area of the work to be undertaken is capacity development for those in leadership positions so they can effectively champion socially inclusive changes. The third part is referred to earlier of ensuring that the normative framework of laws and policies are facilitating more inclusive governance, decision-making and resource mobilization.

Work under this Plan will focus on developing a holistic systematic way of analyzing/vetting legal and policy frameworks for 'inclusion' and where they are found wanting, how best to address the gaps. Preparatory work to inform law reforms in the areas include legislative compliance reviews on Convention on All Forms of Discrimination Against Women (CEDAW) and the Convention on the Right of the People with Disabilities (CRPD). Full ratification of CRPD and establishing a robust legislative and policy framework to establish and 'make real' the rights of PWDs are a priority. Public education and rights advocacy work will continue building on the gains of previous efforts led by the DPO- Nuanua o le Alofa, MWCSD and its other partners.

Intermediate Outcome 1.2: **Improved Community Development**
Non-sustainability of community development and initiatives introduced to villages by either government, NGOs or other external partners has been a challenge not only for MWCSD and CSP1 but also for other sectors. The need for strong community leadership and ownership of development is often cited as a causal factor. This is perplexing given that leadership and governance institutions already exist in Samoa's indigenous set-up and in particular the traditional villages (nuu mavae) going back as far as the 12th century.[1] Since the arrival of missionaries, church ministers and clergy are also important authorities in villages and communities. At the district level since independence and national elections, the Member of Parliament has also become an important leadership role. Government also employs village representatives (1 Male 1 Female) from all the traditional villages. Settlements usually in the urban which are not traditional villages are represented by community endorsed Sui o le Malo or government representation. The Sui o Nuu, Sui Tamaitai o Nuú and Sui o le Malo are designated as the key liaison between government and villages or communities. All of these leading local players need to be coherently mobilized for improved community led and owned developments.

For this to happen however, there needs to be investment in district level governance infrastructure inclusive of planning, resource mobilization, implementation and accountability systems. This is particularly important for urban settlements where the traditional matai structures do not exist. It also requires the introduction of holistic, coherent, citizen-directed developments with the role of government, NGOs and other partners being to support and mobilize resources to that end to meet the prioritized needs of villages or districts. There is a critical need for government ministries, sectors, NGOs to 'give the work back' to the leadership of villages. A Community Development Framework articulating the shift in approach is being developed and will guide the work in this area for the next 5 years.

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[1] So'o, Asofou., Democracy & Custom in Samoa-An uneasy alliance, USP, 2008, p.18

***Intermediate Outcome 1.3:*Improved Community Resilience and Preparedness to Climate Change and Natural Disaster**

With the increasing awareness of climate change impacts across the Pacific region, building climate and disaster resilience has become a major goal for all Pacific countries. Samoa, as a highly vulnerable country, is vigorously pursuing the implementation of climate resilience projects across all key sectors to assist in ensuring that every community is protected from the national level down to the grass-roots level. As part of resilience building, MWCSD and its partners play a major role in prevention, preparedness, response and recovery of village communities from climate change and natural disasters. MWCSD is also the government's gateway to the community during any natural disaster.

Facilitating the core role of the Ministry of Natural Resource and Environment (MNRE), MWCSD will support the integration and promotion of Sustainable Land Management (SLM) approaches and practices into sustainable community development. This will include initiatives such as sustainable agricultural practices to promote sustainable and resilient livelihoods. In addition, streamlining community – led monitoring and enforcement processes will be supported by MWCSD. These will be implemented using existing village governance structures and mechanisms to strengthen compliance to environmental safeguards for community development at the household and community levels through *Aiga ma Nuu Manuia* Programme.

End of Sector Plan Outcome 1: Improved Inclusive Governance at all levels and Community Development

Intermediate Outcomes	Indicators
1.1 Improved governance and inclusiveness at the national level	• % of women, PWD, youth on village councils, Parliament, Judiciary, CEOs, other leadership roles • % of national policies, legislation and programs which are inclusive of the rights of vulnerable populations
1.2 Improved Community Development and Governance.	• % of districts with established development frameworks and institutions (Committees, Plans, Resources) • % of Districts leading own development • % of women, youth, PWD, vulnerable groups involved in community development
1.3 Improved Community Resilience and Preparedness to Climate Change and Natural Disaster	• % of district with Disaster Risk Management Plans • % of awareness programs on CR and country coverage

> # End of Sector Plan Outcome 2: Improved Social Outcomes for the most vulnerable in our communities

While we recognize some significant progress in achieving social development goals and objectives in the last five years, major hurdles remain. The Community Development Sector 2015 Review report clearly shows some critical challenges - namely;

- The social and cultural perceptions regarding the value of women's leadership in politics that reinforces gender stereotypes amongst both women and men;
- high levels of domestic violence and interpersonal violence involving family members;
- high rates of female victims of violence;
- weak gender mainstreaming;
- increasing lifestyle diseases amongst women and rise of STI amongst youth population;
- increase in number of children being cared for by Samoa Victim Support Group as a result of sexual crimes and physical abuse from within families;
- increased vulnerability of children in areas of declining health, education failure, increasing levels of disability, street vending;
- elderly care/ neglect;
- Escalating school drop-out rates;
- Youth crime; and other at risk behaviours amongst boys; and
- Micro Finance small projects not sustained.

Under the new Sector Plan, our ultimate aim for the next five years is to *improve social outcomes for the most vulnerable in our communities*. This means that, building on lessons from previous years, good practice models, current program experience, strengths of families, communities and ongoing programs; our re- aligned social protection and development framework will focus on supporting the development of more *integrated and all inclusive* policies, program strategies and concentrated intervention programming. These will contribute significantly towards the realization of better social outcomes for vulnerable women, men, children, young persons, elderly, persons with disabilities and other identified groups. Also, it means that Government assistance from a social development perspective is also made available in every possible manner to all who need it.

Our preferred program modality of delivery reinforced under the Social development component will be Community Strengths Based Approach which basically means; Building on the key strengths of our extended families and social structures to promote responsibility and action for the protection and development / improved wellbeing of the most vulnerable and everyone. Through a mix range of social protection and development services (while recognizing the synergies across Outcome areas for economic development and inclusive village governance; andinter connections with our partner agencies outside the Ministry) our approach will be delivered through three intermediate outcomes[2] below.

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[2] Description of the social protection & development framework is explained in detailed

TARGET GROUPS
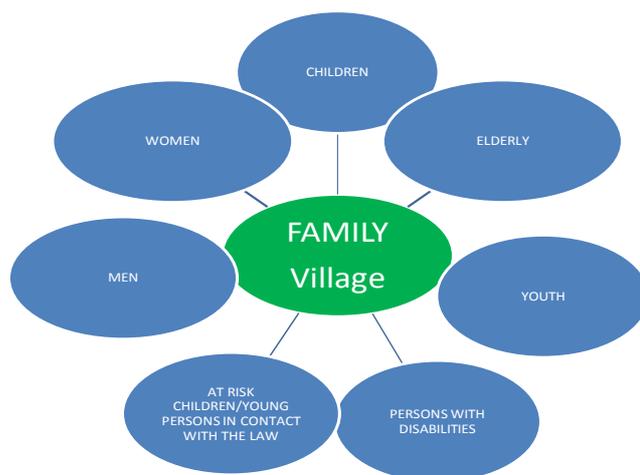
Intermediate Outcome 2.1: **Strengthened individual, family and village safety &wellbeing from all forms of abuse**

Violence in all its forms (or interpersonal violence[3]) including Gender Based Violence (GBV) is one of the most prevalent human rights' violations. Worldwide, an estimated one in three women will experience physical or sexual abuse in her lifetime. It is a scourge that requires cohesive, consistent and informed actions to address. Samoa is no exception. According to the 2006 Samoa Family Health and Safety Study, almost half(46%) of women in Samoa aged 15 – 49 who have ever been in a relationship reported experiencing some level of physical, emotional and sexual abuse.

In Samoa, 77% of care givers surveyed, indicated that they had assaulted children in the past year in the name of 'disciplining'. This was confirmed by child interviewees, 51% stating that they had been hit by an adult in the same period. Violence in all its forms is a serious issue for Samoa with costly implications. It is priority work under this Plan given its devastating impact and intergenerational legacies.

It is important however that interventions are informed, cohesive and consistent. Starting with good data collection and building our evidence based systems, the 2nd Family Safety Survey will provide not only a progress report on impact of responses in the last 10 years but also new knowledge on where we can do better. This is an area where the leadership of village councils and churches is going to be critical as the practices in rearing children inclusive of using physical force are stated to be based on the beliefs that i) it works in getting the required behavior from children ii) the bible confirms that this is the right thing to do and (iii) it is part of Samoan culture. All of these however are without evidentiary basis, thus there is a need for informed reorientation of parents, caregivers, teachers and everyone on this issue.

Recommendations from the findings of the Family Survey including understanding underlying causes and contributing factors to violence will help pinpoint context – specific interventions and services, resource mobilization at national, village and family level to

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[3] Interpersonal violence; is a form of violence from person to person and includes all forms ie; intimate partner violence, violence against children, etc.

prevent or respond to interpersonal violence. Therefore, the development of a national strategy on ending violence with a priority focus on strengthening preventive methods through Public Awareness and response systems would cement a whole of Government and community solution for ensuring solid program, policy and legislative changes for future generations to come. In addition, the establishment and proactive influence of a National End Violence Taskforce will complement and support a well functioning and responsive to the different needs of the Interagency Prevention and Response Systems for Ending Violence. Including the coordination and set up support for reintegration and rehabilitation support for victims or survivors of crime as well as support for the rehabilitation of offenders /perpetuators of any age group. These will have a focus of achieving safer homes, villages, schools, sports, public places and reducing all forms of violence and in particular against children, PWDs and women. Primary prevention is the focus with sharpened focus on education towards changing mindsets, beliefs and behaviors.

Intermediate Outcome 2.2: **Support the achievement of improved health outcomes for the most vulnerable**

The Health Sector reforms in Samoa are based on the principles of equity, accessibility, affordability, health promotion and community participation. It is underpinned by a focus on health from a holistic perspective[4].MWCSD has been a long-time partner supporting the overall efforts of Government in particular Ministry of Health in achievement of health outcomes through the implementation of the *Aiga ma Nu'u Manuia* program. The ANM program is implemented at family level and carried out through the leadership of women's committees and Sui Tamaitai o Nu'u. The total households covered under this program is approximately 14, 000 and has the potential to expand both in coverage and scope of services given the modern complexity of health concerns which increases the vulnerability of people already at risk. Outcomes of the program have reinforced positive family habits and lifestyle towards good sanitation, nutrition, hygiene and beautification. The ANM is an excellent example of a Community Based Health promotion vehicle that puts the onus back on village members to be empowered and take control of their own health. This model would continue to be a useful entry point for community based programs on addressing priority health issues affecting rural communities, women, children, PWD, youth, elderly. The strong engagement with Village communities such as the Village Women's Committees, Youth Groups, Church Groups and Village Council will continue to depend on our positive interaction with our Village Women and Male representatives (Sui Tamaitai/ Nu'u). Strategies and plans of actions to reduce suicides, teenage pregnancies, high level of STIs and STDs will be developed together with the health sector to better coordinate work to address these challenges. Again the focus is on primary prevention drawing on the strengths of community leadership. Streamlining national community based programs for young people to increase access to information and SRH/basic support services will also be continued by building stronger partnerships and resource mobilization for community groups, and development partners.

A system needs to be developed for early detection, referral and support for persons with disabilities. Work will continue to ensure that appropriate assistive devices are accessible for people with disabilities.

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[4] Luagalau Foisagaasina Eteuati Shon, Secretary of Women Affairs Samoa : Statement on Women and Health 2001

Intermediate Outcome 2.3: **Support the achievement of basic education outcomes for the most vulnerable at all levels**

The achievement of education outcomes, both in increasing access to education and improving the learning outcomes for children is another area where the leadership of village councils and churches will be critical. The increasing number of boys dropping out of school, the relatively low levels of achievement, will be looked at with support from this Ministry gearing towards the development of alternative practice learning for young people as proposed solutions to improving the lives of young people through non formal education. Family and Community solutions to improve mainstream school attendance, retention and completion starting from early childhood would be vital in nurturing good citizens and preventing   the occurrence of social problems.

The economic situations of families have a major impact on their children's ability to enroll and complete full schools. Thus, exploring and hands on provision of social and economic opportunities for Supporting Vulnerable Children and their families in response to the growing number of child vendors will be a primary focus under this Outcome area. Equally important is the need for these vending children that fall under the category of 'at risk or living under difficult circumstance to be accorded the same education opportunity like other children but due to their economic circumstance they are able too.

Skills training support through community educational programs on gender awareness and other leadership and life-skills programs will be facilitated with additional assistance from the existing project support; Samoa Women Shaping Development Program, UNFPA SRH Program, Disability Program and UNICEF Child Protection Program.

End of Sector Plan Outcome 2: Improved Social Outcomes for the most vulnerable in our communities

Intermediate Outcomes	Indicators
2.1 Strengthened individual, family and village safety & wellbeing from all forms of abuse	• % of women, children, PWD, elderly and youth who have been physically assaulted • % of women, children, PWD, elderly and youth who have been sexually assaulted • % of young offenders reduced • % of children at risk reduced
2.2 Support the achievement of improved health outcomes for the most vulnerable	• Physical and sexual assault rates • Suicide rate • Teenage pregnancy rate • STI and STD rate • % of households accessing safe water and sanitation
2.3 Support the achievement of basic education outcomes for the most vulnerable at all levels	• Increase % of school-age children attending school • Improve retention rates for boys • Improve learning outcomes achievements • Close urban-rural achievement gap

Economic vulnerability exasperates the social challenges faced by women, youth, persons with disabilities, rural residents, low income households and other vulnerable groups. It is much harder for a woman to leave an abusive relationship when she does not have an independent income. Similarly, lack of finance plays a part in whether one seeks access to health, education and other critical services especially for families in the rural area and in pockets of town settlements as well. In recognition of this linkage, CSPII has as a priority the economic empowerment of women, youth, PWD, low-income household and other vulnerable families.

The two key strands of the economic empowerment strategy are creation of a Small Business Incubator program for the targeted vulnerable groups and secondly, supporting them or members of their families into formal employment. A third area of work is advocacy for the informal sectors needs to be addressed. The business incubator program will have both a 'with walls' and 'without walls' components providing wrap-around services and support for new micro-small businesses. These include improving access to finances and financial services, skills development and training, collective marketing and other services as well as advocating for an improved enabling environment in line with ongoing work under the TCM Sector Plan. Moreover, a strategy for supporting vulnerable families as well as a strategy for Inclusive and accessible infrastructure and spaces will be supported.

End of Sector Plan Outcome 3: Economic Empowerment of vulnerable individuals, families and villages

Intermediate Outcome	Indicators
3.1 Entrepreneurship and business development	• Number of vulnerable people, families and villages starting businesses through the SBI with walls and without walls • Increase average household income
3.2 Decrease vulnerable household expenditure	• Continue Toe Sasaa le Fafao and Faamama Avega Programs

End of Sector Plan Outcome 4: Capacity building, communication and strategic development for the Community Sector stakeholders

There are five key areas of this Outcome statement, they focus on enabling members of the community sector to carry out their development programmes and activities to a high standard achieving quality results. To move the sector forward into the next 5 years, it requires continued strengthening in the areas of capacity building, communication for development, improved evidence based policy frameworks, efficient coordination and adequate resourcing.

To ensure strong leadership and efficient coordination in the planning, implementation and monitoring of the Community Development Sector Plan the capacity building of MWCSD staff and community leaders and groups will focus on specific areas that will result in the best outcomes.

Communication for development is a key driver in the any community development, where the results based community process focuses on dialogue and participation, that allows community individuals and groups to voice their opinions, share knowledge and activity engage in their own development. Through a wide range of methods and tools such as local media, ICT's, the communication for development strategy will maximize the impact of development initiatives, foster the multi-stakeholder dialogue, enhance informed decision making and collective action at the community level.

To ensure strengthened policy relevance attention will be given to improving the information and data collection processes of the MWCSD and the sector stakeholders and partners. Analysis of information and issues is vital to delivering relevant policy and procedural processes that support the Community Development Sector Plan strategies and implementation activities.

MWCSD will work closely with the Samoa Bureau of Statistics to strengthen data collection, systems, analysis and reporting, as well as other partners that specialize in the area of research, data collection, analysis of information to better inform policies and regulatory instruments. Appropriate staff and resources will be provided for the development and maintenance of good statistical systems to provide a strengthened evidence-base for planning, decision making and monitoring the Community Development Sector Plan.

The aim is to strengthen coordination and strategic partnerships in the community development areas to ensure that the needs of the community are at the forefront of all interactions. In this way the community members need are met without overlap and duplication.

The Implementation Plan for the Community Development Sector plan will have a costed programme action plan that will inform the Medium Term Expenditure Framework (MTEF) that will capture the expected internal and external resources for the sector and will indicate how these resources will be allocated. Where gaps in finance for essential aspects of the programme are identified MWCSD will work closely with MOF to explore and secure additional levels of finding to ensure implementation and achievement of results.

End of Sector Plan Outcome 4: Capacity Building, Communication and Strategic Development for the Community Sector Stakeholder

Intermediate Outcomes	Indicators
4.1 The communities, MWCSD and relevant partners have an appropriate capacity to fulfill their roles in implementing the Community Sector Plan	• % of capacity building initiatives per year • % of MWCSD partners participating in capacity building programmes
4.2 Enhanced sector communication capacity for MWCSD and relevant partners to achieve the Community Sector Plan outcome statements.	• Number of communication for development projects linked to all areas of sector plan • Number of communication for development projects implemented, monitored and evaluated • Number or satisfied Printing services clients, return clients and new clients.
4.3 Evidence based policies and regulatory frameworks relevant to the community sector are aligned	• Number of policies, legislation reviewed and revised • Number of new polices, legislations and regulations
4.4 Well coordinated and implemented Community Sector Plan at all levels	• Number of plans completed and implemented • Number of key strategies completed • Number of Community Development Sector Plan Steering Committee meetings and decisions implemented
4.5 The Community Sector Plan strategic programmes are adequately resourced for successful implementation.	• % of budget utilised and reported on • Number of MTEF costs meeting budget requirements

Linkages and Partnerships

The framework for implementing the Community Development Sector Plan places the community at the centre. The community consists of a wide variety of districts, villages, families and individuals who all possess a wide variety of needs and requirements. Therefore the Community Development Sector plan is has many linkages and partnerships and issues that multifaceted and complex but are essential to tackle head on.

The lead agency for the Community Development Sector Plan is the Ministry of Women, Community and Social Development and its 6 divisions:

1. Corporate Services Division
2. Research, Policy and Planning Division
3. Social Development Division
4. Economic Empowerment Division
5. Governance Division
6. Printing Division.

The aim of the Community Development Sector plan is to operationalise the partners directly and indirectly working with the community groups. There are direct linkages with this Sector Plan with the three Social sectors—Health, Education and Law and Justice. Other key areas of linkages include:

- Energy Sector
- Water Sector
- Public Administration Sector
- Agriculture Sector
- Environment Sector
- Telecommunication Sector
- Trade, Commerce and Manufacturing Sector

Samoa is also a state party to some Human Rights Conventions namely the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Convention on the Rights of the Child (CRC). These Conventions continue to provide the framework which guides the work on advancing the status of women in society and the promotion of child protection across the different sectors. Through this Plan, gender equity and the realisation of child protection by all relevant sectors will be enhanced as partners for the Sector take on collective ownership for addressing these issues in line with the mandated focuses of their organizations.

In ensuring that this Sector achieves its vision, sector partner collaboration and partnerships is critical. Partnership with the following sectors is crucial to the achievement of the vision as stipulated in this Plan. These include:

1. Civil society
2. Non-Government Organizations
3. Development partners
4. Private Sector
5. Academia
6. Church and religious leaders
7. Village and family leaders
8. Specialist and professional organisations

Risk Management

Identifying the potential risks to the effective implementation of the programmes and achievement of the Community Development Sector Plan was very much part of the planning and review process. The risks were categorised into 4 key areas: 1- Institutional: 2- Financial: 3- Operational: 4: Environmental.

Institutional		
Risk Factor	***Probability* and implications**	**Management Response**
Policies not in place	* medium-probability* The absence of polices affects the programmes and actives of the Sector plan	* Development of comprehensive policies are a key part of the Sector plan to underpin al the community development work in one overacting framework to ensure linkages and partnerships.
Standard operating procedures are not in place.	* medium-probability* The absence of procedure and regulations that are linked with the policy documents and legislation affects the programmes and actives of the Sector plan	* Development of comprehensive procedures and regulations are a key part of the Sector plan implementation plan to operationalise and achieve the outcome results of the Sector Plan.
Community stakeholders and beneficiaries are not on board with the programmes and activities	*low- medium-probability* The structures are in place to be utilised for the programmes and activities. But is remains a risk that the community groups and individuals may not fully understand the new approach of the Community Development Sector Plan (collective responsibility of the community).	* communication, linkages and partnerships are strengthened in all planning and activities of the plan. * views and opinions of the community groups are listened to and hold weight in the planning and implementation of the Sector Plan.
Financial		
Risk Factor	***Probability* and implications**	**Management Response**
short fall in adequate funding	* medium-probability* Inability to deliver the planned community development programmes	* Sector committee able to adapt promptly to changes in the financial situation. * Programme planning involves realistic costing within budget * Seek assistance from development partners to implement all sector programmes.

Procurement and financial procedures	*low probability* Procedures slow programme implementation and reporting activities.	* Correct financial management policies and financial checks and balancesfollowed appropriately.
Operational		
Risk Factor	***Probability* and implications**	**Management Response**
Programmes and activities require well trained facilitators	*medium probability* Programmes and actives at risk of not being implemented or carried out with little impact.	* Capacity development a key element of the sector implementation plan
Programme and activities require efficient coordination	* medium probability* Coordination of the programme and activities will suffer if coordination is not efficient and holds up implementation.	* Responsibilities are clearly outlined and monitoring is part of all stages of the implementation plan
Availability of facilitators for programmes	*medium probability* Programmes and activities will be risk if correct facilitators are not available	* Ensure proper planning and communication to recruit well qualified and experienced facilitators for the correct times.
Environmental		
Risk Factor	***Probability* and implications**	**Management Response**
Natural Disaster occurs	*medium probability* The occurrence of a natural disaster such as cyclone will affect all communities and particular the Community Development Sector programmes.	* Disaster preparedness and Disaster Risk Reduction is mainstreamed through the Sector plan, so assist communities to be resilient during these times.

Monitoring, Evaluation and Reporting Framework (MERF)

Monitoring and Evaluation of progress made will be an integral part of this Plan. Monitoring will be done at the Steering Committee level, through the work of the Ministry of Women, Community and Social Development as the lead agency and shall also be done at program level by the various responsible organizations. The Work program matrix in addition to annual plans developed for the implementation of this Plan would also provide the needed tools to monitor and evaluate the delivery of activities by the different organizations.

Monitoring, Evaluation and Reporting Framework (MERF)

End of Sector Plan Outcomes	Intermediate Outcomes	Outputs	Activities	Indicators	Responsible Agencies and Groups
Improved Inclusive Governance at all levels	1.1 Improved governance and inclusiveness at the national level	Inclusive Governance Strategy and Action Plan developed and implemented	Conduct multi-media sensitization and targeted advocacy for Inclusive Governance	• % of women, PWD, youth on village councils, Parliament, Judiciary, CEOs, other leadership roles	MWCSD, Advisory Committees, NGOs, development partners
			Leadership/s development programs for Women, Youth, PWDs, children		MWCSD, SIOD Partners
			Review/develop laws and policies for inclusion of women, PWD, youth, children, vulnerable groups	• % of national policies, legislation and programmes which are inclusive of the rights of vulnerable populations	MWCSD, AG, SLRC, partners
	1.2 Improved Community Development and Governance.	Community Governance and Development Strategy developed and implemented	Establish district/ community development infrastructure	• % of districts with established development frameworks and institutions (committees, plans, resources) • % of Districts leading own development • % of women, youth, PWD, vulnerable groups involved in community development	Communities, Sui o Nuu, MPs, MWCSD, partners
			Develop/Review District/Community Development Plans		Communities, Sui o Nuu, MPs, MWCSD, partners
			Resource and implement District Development Plans		Communities, Sui o Nuu MPs MWCSD Partners
	1.3 Community Climate Resilience programs and Disaster Risk Management supported and facilitated	DRM and CR to be part of Community Development Plans	DRM and CR to be part of CDP	• % of district with Disaster Risk Management Plans • % of awareness programs on CR and country coverage	Communities, Sui o Nuu, MPs and MWCSD Partners

End of Sector Plan Outcomes	Intermediate Outcomes	Outputs	Activities	Indicators	Responsible Agencies and Groups
Improved Social Outcomes for the most vulnerable in our communities	2.1 Strengthened individual, family and village safety & wellbeing from all forms of abuse	Prevention Approach to Ending Violence and Abuse : (policy, strategies & public awareness programs)	(i) Conduct 2nd Family Safety Survey (ii) Establish Ending Violence Taskforce (iii) Safer Families and Villages Strategy 2016 – 2021 : A strategy for Ending Violence. developed and implemented	• % of women, children, PWD, elderly and youth who have been physically assaulted • % of women, children, PWD, elderly and youth who have been sexually assaulted • % of young offenders reduced • % of children at risk reduced	MWCSD, MOP, MJCA, MESC, MOH, MOPS, SVSG, Church member, CBO member, Private Sector)
		Response System Operationalised and Functioning	i) Support the expansion and functioning of an Interagency Response Systems & Program for Victims. (Operating procedures/standards/templates)		(MOP, MJCA, MESC, MOH, MOPs, SVSG, Church member, CBO member, Private Sector)
		Reintegration and Rehabilitation Systems	i) Review existing systems (good practice system) ii) Develop Rehabilitation & Reintegration Strategy for victims & perpetuators of violence based on the review findings		Village Reps, MOP, MJCA, MESC, MOH, SPCS, SVSG, Church, CBO member, Private Sector) & Village reps

End of Sector Plan Outcomes	Intermediate Outcomes	Outputs	Activities	Indicators	Responsible Agencies and Groups
		Reintegration and Rehabilitation Systems	i) Review existing systems (good practice system) ii) Develop Rehabilitation & Reintegration Strategy for victims & perpetuators of violence based on the review findings		(MOP, MJCA, MESC, MOH, MOPS, SVSG, Church member, CBO member, Private Sector) & Village reps
		Develop and implement Child Protection system	Community-based child protection system Secondary CPS Child Safety and Protection legislation		Village Reps MWCSD Partners
	2.2 Support the achievement of basic health outcomes for the most vulnerable at all levels.	IntegrateRural Community Health & Well being Program as part of the District Level CSD Plans in line with the review findings and implemented;	*Aiga ma Nuu Manuia* Program reviewed and implemented.	• Physical and sexual assault rates • Suicide rate • Teenage pregnancy rate • STI and STD rate • % of households accessing safe water and sanitation	SD, WHO PEN Faasamoa- MOH
	2.3 Support the achievement of basic education outcomes for the most vulnerable at all levels	National Inclusive Gender Strategy on SRH implemented to promote the integration of SRH and Ending Violence for young people including those with disabilities and most vulnerable groups ;	Streamlining national community based programs for young people to increase access to information and SRH/basic support services.	• Increase % of school-age children attending school • Improve retention rates for boys • Improve learning outcomes achievements • Close urban-rural achievement gap	SD, MOH, SFHA, YWCA, MESC, MOP

End of Sector Plan Outcomes	Intermediate Outcomes	Outputs	Activities	Indicators	Responsible Agencies and Groups
Economic Empowerment of vulnerable individuals, families and villages	3.1 Entrepreneurship and business development	VG Small Business Incubator Policy developed and implemented. VG Pathway to Jobs developed and implemented	• Incubatees Capacity building • Access to Seed Funding and Financial Services • Reduce regulatory burden and barriers to employment • Match jobs and demand with workers • Build and support workforce capacities	• Number of vulnerable people, families and villages starting businesses through the SBI with walls and without walls • Increase average household income	MWCSD, MAF, STA, SBEC, DBS, MCIL, others
	3.2 Decrease vulnerable household expenditure	Toe Sasaa le Fafao and Faamama Avega Programs developed and implemented	• Research and publications • Education/ Advocacy products • Aiga ma Nuu Manuia	• Continue Toe Sasaa le Fafao and Faamama Avega Programs	Advisory committees (Sui o Nuu, WAC, Komiti Faleula, Ie Samoa) and MWCSD Partners
Capacity Building, Communication and Strategic Development for the Community Sector Stakeholder	4.1 The communities, MWCSD and relevant partners have an appropriate capacity to fulfill their roles in implementing the Community Sector Plan	Capacity assessment undertaken with recommendations being implemented by mid-way of Community Sector Plan	Review and assess the capacity of key implementing partners to support delivery of the CSP programmes.	• % of capacity building initiatives per year • % of MWCSD partners participating in capacity building programmes	MWCSD and all community groups and stakeholders
		Staff of relevant agencies (including MWCSD) have improved knowledge and skills to support delivery of the Community Sector Plan.	Carry out relevant and appropriate training programmes for stakeholders and key CSP implementing agencies.		MWCSD and all community groups and stakeholders

End of Sector Plan Outcomes	Intermediate Outcomes	Outputs	Activities	Indicators	Responsible Agencies and Groups
	4.2 Enhanced sector communication capacity for MWCSD and relevant partners to achieve the Community Sector Plan outcome statements.	Comprehensive communication for development approved and implemented	Review and assess the current status of communication for the Sector and develop the comprehensive communication for development strategy, including an implementation plan.	• Number of communication for development projects linked to all areas of sector plan • Number of communication for development projects implemented, monitored and evaluated • Number or satisfied Printing services clients, return clients and new clients	MWCSD and all community groups and stakeholders
		Communication for development implementation plan.	Implementation of the plan including monitoring and evaluation		MWCSD and all community groups and stakeholders
		Quality printing services available at a cost effective price.	Effectively managing and operating the printing services division		MWCSD and all community groups and stakeholders
	4.3 Evidence based policies and regulatory frameworks relevant to the community sector are aligned	Relevant policies, legislation and regulations reviewed and revised or renewed to better support the Community Sector Plan Outcomes	Using an inclusive approach review and where necessary revise cross-sectoral policies, legislation and regulatory frameworks to ensure they are aligned with and are supporting the CSP outcomes	• Number of policies, legislation reviewed and revised • Number of new polices, legislations and regulations	MWSCD, SBS, and others
		Community sector statistics and relevant information is collected and analysed on a regular basis and	CS statistics and data collection strategy developed, approved and implemented.		MWSCD, SBS, and others

End of Sector Plan Outcomes	Intermediate Outcomes	Outputs	Activities	Indicators	Responsible Agencies and Groups
		made available as required	Strengthen MWCSD and relevant partners capacity to collect, collate and analyse relevant community sector statistics.		MWSCD, SBS, and others
	4.4 Well coordinated and implemented Community Sector Plan at all levels	MWCSD strategic plan is completed before the end of 2017	Review of Strategic plan with MWCSD and all stakeholders and partners. Analysis of all review information from review and develop new Strategic Plan using CSP as a guide.	• Number of plans completed and implemented • Number of key strategies completed • Number of Community Development Sector Plan Steering Committee meetings and decisions implemented	MWCSD and all community groups and stakeholders
					MWCSD and all community groups and stakeholders
		Strengthened TOR for Community Sector Steering Committee approved and implemented	Prepare new TOR for CSSC		MWCSD and all community groups and stakeholders
	4.5 The Community Sector Plan strategic programmes are adequately resourced for successful implementation.	Budget, as well as donor project funding is well aligned to the CSP programmes and activities.	Screen budget and donor funding to ensure compliance with Development Policy 2010 and shift away from standalone projects. All programmes fit into the CSP outcome statements	• % of budget utilised and reported on • Number of MTEF costs meeting budget requirements	MWCSD and all community groups and stakeholders
		MTEF matching CSP costs within available resources established.	Prepare and regular review and update sector on the MTEF		MWCSD and all community groups and stakeholders

End of Sector Plan Outcomes	Intermediate Outcomes	Outputs	Activities	Indicators	Responsible Agencies and Groups
			Establish dialogue with key funding partners to address funding gaps in MTEF		