



GOVERNMENT OF SAMOA

*STRATEGIC PLAN  
2013 – 2017*

*Ministry of Women  
Community and  
Social Development*

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## **MESSAGE FROM THE MINISTER**



The next four years will be an exciting and challenging time of revitalization for the Ministry. During this time we will be focusing our efforts on those areas where we can make the greatest difference to ensure our target populations, both individuals and groups become productive members of society through their engagement as both contributors and beneficiaries of sustainable community and social development. In line with the national direction, it is intended that this Ministry be more outcomes focused and to add value across government through playing a critical linking and strategic role across the range of issues impacting the social, economic and cultural wellbeing of our communities.

As we look to the future we also need to be mindful of the particular challenges facing vulnerable and target populations. We need to be very clear about our priorities, how we can make a difference and what our 'vital few' programs are. Size and resource constraints dictate the need to engage and influence bigger players with the resources and mandate to make a difference. At the same time as we are making our case to government agencies and other key players we need to be constantly talking and listening to our communities.

Many other key Ministries and stakeholders now have their own plans, policies and programs aimed at community wellbeing and development. It's important therefore that we clarify what extra value we bring to them. It's becoming increasingly clear that one valuable contribution is specialist knowledge: both about aspects of community wellbeing and development and experiences learned from our own research, community initiatives and our community relationships; and about how best to engage with the different target populations and how we can strengthen our interface with our communities. The Ministry must focus on the 'vital few' issues that will deliver the greatest gains for our communities. At the top of our agenda are skills development and economic empowerment, as key pathways to employment opportunities and economic independence. Target populations groups inclusive of women, children, men, young people and persons with disabilities will continue to receive our attention. We will also be focusing our policy advice efforts so that we will have a greater impact on a smaller number of priority policy issues. Our advice will be evidence and research based and will be more responsive to emerging issues and government priorities.

This Strategic Plan looks at how best we might meet our challenges in the next few years. It has been developed through the consideration of current strengths and issues, our Institutional Strengthening work, and the application of logic and consultation with our team.

I look forward to this new era of the Ministry making an even greater contribution to improving the lives of our communities and further enhancing their contribution to the development of Samoa as a nation.

Soifua,

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Hon. Tolofuaivalelei Falemoe Leiatua  
**Minister for Women, Community & Social Development**

## **FOREWORD FROM THE CHIEF EXECUTIVE OFFICER**



The Ministry of Women, Community and Social Development (MWCSD) remains focused in its commitment and overall performance for the achievement of community and social development outcomes, as clearly underscored in Government's national strategic priorities. This document is the third Corporate Plan of the MWCSD since its amalgamation in February 2003; it will build directly on achievements of the preceding Corporate Plan 2008 - 2012, whilst also identifying setbacks from that period to be remedied. A review of 2008 – 2012 has found that, despite highlights in areas such as advocacy and awareness, progress across the board has been marred by ineffective monitoring, data collection and institutional deficiencies. To this extent, some of our uncompleted measures will be inherited by the current Plan.

The public sector has adopted a sector wide approach in recognition of the value of plans and measures that are strengths based, collaborative, and promote the management of resources. In line with this approach, our Community Development Sector Plan understands that community services cannot be done in isolation, that true development lies in empowerment, and that monitoring and coordination must be an integral part of the development process. The Ministry's shift from 'Corporate Plan' to 'Strategic Plan' is therefore a calculated step towards this approach. At the Ministry level, the lessons have been made all too clear that results of activities are of minimal value if they are not genuinely outcomes based and measurable over time; for the next 5 years; therefore priority areas and strategies which are considered as pivotal for community development over the coming years, have been identified. These include development of a centralized legal mandate, practical realisation of sector linkages and strengthening of the technical and administrative capacities of staff.

We will be significantly upgrading our monitoring and evaluation capabilities as well as a strengthened coordinated and collaborative approach to responding to community development issues and the promotion of community ownership of initiatives and programs. Underpinning much of this is our Strategic Outcomes Framework completed in April 2010, which both clarifies our thinking on what's most important and provides clear guidance for our work with other agencies. The long awaited Institutional Strengthening Program is now on the verge of being initiated, whereby the above concerns will be effectively addressed, whilst the Ministry continues to meet its short, medium and long term strategic needs, as per the guidelines of this Plan.

Lastly, I would like to thank our communities, Committees and Working Groups, National Councils and leaders, and stakeholders in the public and private sectors, who had invested time and resources towards the development of this Plan.

Soifua

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Leituāla Kuiniselani Toelupe Tago Elisara  
**CHIEF EXECUTIVE OFFICER**

## **WHO WE ARE**

- Our Mandates & the Policy Environment
- Our Core Functions
- Our Working Environment

### **OUR MANDATES:**

#### **The work of the MWCSO is governed by the following Legislations:**

1. Ministerial and Departmental Arrangements Act 2003
2. Ministry of Women Affairs Act 1990, Amendment Acts 1998 and 2009
3. Ministry of Youth Sports and Cultural Affairs Act 1993 (*provisions pertaining to Youth*)
4. Ministry of Internal Affairs Acts 1995 and 2010
5. Public Service Act 2004
6. Public Finance Management Act 2001

#### **Our Ministry also continues to align itself strategically with related international, regional and national policy initiatives. These include:**

7. UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) ratified by the government of Samoa in 1992
8. UN convention on the rights of the Child (CRC) ratified by the Government of Samoa in 1994
9. Commonwealth Plan of Action on Gender Equality
10. Millennium Development Goals (MDGs)
11. Commonwealth Youth Programme (CYP)
12. United Nations Development Assistance Framework (UNDAF)
13. Strategy for the Development of Samoa 2012-2016 (SDS)
14. Cabinet Directives

### **OUR CORE FUNCTIONS:**

#### **The following are the Ministry's Core Functions:**

- **Policy Advice** on community and social development issues including Village Governance and Culture, Advancement of Women, Youth and Child Development and Disability.

- **Delivery and Monitoring of Community and Social Development programs** for target populations.
- **Coordination** of government led village based programs and projects
- Support **Village Governance** towards enabling sustainable community development and maintaining social cohesion and harmony.
- Provision of **Government Printing services**.

## **OUR WORKING ENVIRONMENT:**

### **EXTERNAL**

In the last couple of years, the impact of the global economic crisis has been felt by developmental efforts across the globe and the pace of economic activity at the global level has therefore encroached on developmental across all regions and at various levels. The rising fuel prices and increasing inflation are clearly some of the results of the global economic crisis that have directly affected consumers at national level and consequently the various target populations at community level. The setbacks created by the climatic conditions with the Tsunami of 2009 and Cyclone Evan in 2012, has meant that the work of this Ministry and this Sector has become much more crucial in facilitating an enabling environment for sustainable community development, through influencing Government policies and by providing support that would allow community leadership to take charge of development to ensure resilient communities.

With these developmental trends, Government has responded to the realities of national as well as regional resources, by shifting to a more comprehensive strategic planning approach. Sectoral collaboration has been the core manifestation of this approach. The Community Development Sector Plan and Implementation Framework are currently being finalized; these foci will be linked to the ground level via the Strategic Plan as well as its accompanying Monitoring and Evaluation Framework. As focal point for the sector, the Ministry will utilise these tools for the coordination and alignment of its priorities.

The reflection of the National Policy for Women and National Policy for Children in the Strategy for the Development of Samoa 2008 – 2012; active participation and utilisation of partnerships with various agencies through the adoption of a strengths based approach to achieve our targets given our resource constraints, have resulted in greater reflection of Ministry priorities across the different sectors of the economy. There is also an increasing recognition of the critical role that this Ministry plays in the coordination of community and social development programs and in facilitating opportunities for communities to engage in these developmental activities. These changes have not only created opportunities for our Ministry to influence positive policy change, but have also pointed to the critical role of MWCSD in driving evidence based policy change and interventions.

To date, the work of the Ministry continues to be mostly funded by the local budget. While many programs and activities continue to rely greatly on the financial support of regional and international partners, particularly in the areas of village governance, youth participation, domestic violence and child protection, the bulk of the Ministry's work is resourced from the Government budget

The Ministry has kept track of its regional as well as universal commitments, and despite the resource constraints, some progress has been made in the promotion of gender, child protection and youth empowerment. Compliance with international mandates (CRC, CEDAW, Commonwealth Youth Program principles) has been visible in advocacy and implementation. Although misconception and resistance to some areas of these conventions do remain, roots of transformative change have evidently sprung in the national psyche. A focus area is the need for full legislative compliance, where although many aspects of the law have been reviewed and have now translated to acts of Parliament.

## **INTERNAL**

The problem of scattered office locations, contributing to 10% of noted challenges of the previous Corporate Plan time period, was effectively resolved in 2010 when the Tooa Salamasina Hall was renovated and divisions (save for the Division for Printing) were all housed under one roof. This made communication and networking across the Divisions more effective including resource allocation and program delivery; and it continues to be a definitive strength for performance by the Ministry.

Relative to programming, the Ministry continues to build an integrated approach to delivery and some of the fundamental aspects of its work, namely adherence to strategic direction, research and policy development and system coordination. There have also been a lot of discussion and dialogue internally, in regards to what should be the core functions of this Ministry and the efforts towards defining our role in the context of the Government agenda for public sector reforms and in response to the needs of our target populations. What has become quite clearly as a result of our internal discussions and engagement across the different sectors is that MWCS D has a pivotal role in ensuring that communities do get the support it needs to own and lead sustainable community development that not only responds to their needs but development that will stronger community resilience given the trends of extreme climatic events that Samoa as a small island developing state continues to be affected by.

To date, there has been lots of positive improvements in the internal environment of the Ministry as we now have policies in place providing the direction of programming and interventions. These policies however needs to be reviewed regularly in accordance with the rapid changes and socio-economic trends that impact on community development. The work of the Community Development Sector which places MWCS D in the lead is also critical in achieving the outcomes specified in this Strategic Plan and with the resourcing that will come through with the Sector Program, this would position MWCS D to lead and enable productive citizens that can initiate and lead sustainable community development supported by a responsive strategic policy framework that is informed by evidence and data.

## WHERE WE ARE GOING

- Our Vision
- Our Mission
- Our Goal
- Our Guiding Values and Principles

### OUR VISION:

***“The people of Samoa become productive citizens through their participation in sustainable community and social development”***

### When our vision is realized, it will mean that:

#### **1. At the national level:**

- All decision-makers and influencers understand and support the argument that people become productive through their involvement, inclusion and engagement in development. (People become 'productive' when they attain the means to become socially and economically secure, and are also able to contribute to the security and welfare of others).
- Government sectors become active partners in mainstreaming gender and disability into policies and programs.
- Government sectors are convinced that sustainable community and social development could only be achieved through effective community engagement at all levels.
- Stakeholder's decisions are based on best evidence and information about community development and wellbeing.
- Development partner support is ensured for the Community Development Sector.
- Increased customer satisfaction as a result of efficient printing services provided by the MWCSD.

#### **2. At the community level:**

- Community Leadership takes charge of all community development initiatives.
- There is increased ownership of community and social development initiatives.
- Small businesses will grow and are sustained
- There will be decreased dependency on government and outside assistance.
- Communities become more resilient to natural and man- made disasters.
- There is improved community safety.
- Social cohesion and harmony is maintained.
- Gender mainstreaming is enabled through increased awareness of gender issues.
- Persons with disabilities participate in and are mainstreamed into community development initiatives.

#### **3. At the individual level:**

- Young people become productive members of society and there is reduced youth crime
- Children live in healthy and safe homes.
- Persons with disabilities participate as equals in community and social development.
- Women are able to contribute to and become beneficiaries of economic development.
- Men are able to take the lead in promoting violence free homes and communities.



- There is an increased awareness of human rights amongst men, women, youth and children (in line with the Ministry's international mandates).

#### **OUR MISSION:**

***“To lead community and social development to enable social and economic wellbeing for all”***

#### **To do this, our Ministry:**

1. Will provide leadership on the strategic direction for community development within Samoa; underpinning our work with evidence based approaches, community knowledge, high levels of professionalism and a commitment to providing high quality outputs.
2. Is Government's primary advisory agency with the mandate through Government policy and resourcing to advise, support and promote appropriate actions across the government sector in order to improve outcomes for our communities.
3. Has a sound understanding of the issues facing our target populations and communities, provide a knowledge base for all agencies and organizations, provide exemplary policy advice, and facilitate agreement about key priorities that will enable improved social and economic outcomes for our communities.

#### **We will be able to lead the achievement of social and economic outcomes for the people of Samoa because we:**

- Understand the issues facing our communities and target populations.
- View communities as partners in their own development and encourage their participation in decisions that affect them.
- Focus on strengthening not only traditional decision making structures, but also build capacity and strengthen linkages of units and groups at all levels of the community. This approach allows for the nurturing and practical implementation of governance and gender, key components in today's development ideology.
- Are the leading provider of community development knowledge and are recognised as leaders through quality research, specialist advise
- Promote the empowerment of individuals and communities and the ownership and management of village resources by the villagers themselves.
- Promote and ensure a more balanced representation of interests, delegation of responsibility and prioritization of equal development for all; and
- Are an effective, efficient organisation committed to delivering on its vision and mission.

#### **OUR GOAL:**

***“Improve capacities of individuals and communities to be able to contribute to and become beneficiaries of sustainable community and social development”***

## **OUR OBJECTIVES:**

In order for our Ministry to achieve the above goal, the following are our objectives for the implementation of this Strategic Plan.

- 1. To strengthen social structures through the promotion of good governance and leadership to enable sustainable community development.**
- 2. To facilitate an enabling environment responsive to the socio-economic needs of communities including mainstreaming gender and disability across all sectors.**
- 3. To enhance workforce capacities and institutional mechanisms towards efficiency and professionalism and the effective delivery of community development programs and services.**

## **OUR GUIDING VALUES AND PRINCIPLES:**

The work of our Ministry will continue to be guided by the Public Service Code of Conduct (**Honesty, Impartiality, Service, Respect, Transparency, Accountability, Efficiency and Effectiveness, Integrity**) as stipulated in the Public Service Act 2004, Section 17.

As the national focal point for the United Nations Human Rights Conventions (CEDAW & CRC) our Government is a State Party to, we also adopt the principles of these Conventions in undertaking our work in the context of CEDAW and CRC including CRPD.

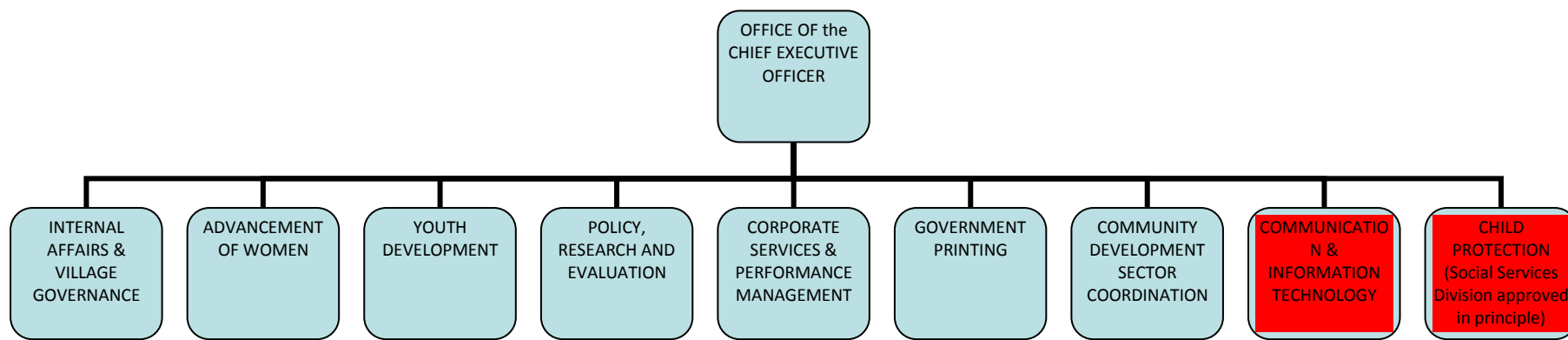
Further to that, we also highlight the following principles that staff of this Ministry agrees to apply in executing their duties and responsibilities.

- 1. People Centered** – we put people first.
- 2. Teamwork** – we work collaboratively and work as a team to achieve results.
- 3. Respect for Cultural Etiquette** – we respect our culture, traditions and customs in the performance of our duties.
- 4. Acknowledge and Honour Achievement** – we recognize individual and collective efforts towards achieving results and outcomes.
- 5. Professionalism** – we value staff professional development and we empower staff to empower our target populations.

## **OUR ORGANISATIONAL STRUCTURE:**

The Ministry currently has 7 Divisions including the Office of the CEO. It is anticipated that to achieve the Ministry's vision, the following revised structure needs to be endorsed in order for the Ministry to fully realize its vision and to fully deliver on its mandated core functions.

## PROPOSED MWCSO ORGANIZATIONAL STRUCTURE



### 1. Office of the CEO

- Policy advice & Strategic development
- Provide overall leadership and management for the Ministry
- Internal Auditor services
- Legal Advisory Services
- Executive Support Services

### 2. Internal Affairs and Village Development

- Coordination of all community based programs and initiatives
- Coordination and implementation of the Village Governance Program
- Coordination and support for the Fa'amama Avega Program
- Coordination of the work on the Tusi Faalupega Aoao o Samoa
- Coordination of the Village Representatives
- Coordination of the Independent Water Schemes Program

### 3. Advancement of women

- Coordination of the implementation, monitoring and reporting of CEDAW
- Economic Empowerment of Women
- Community and Social Development programs for the advancement of women
- Coordination and Monitoring of the implementation of the National Policy for Women
- Coordination of Village Women Representatives

### 4. Youth Development

- Economic Empowerment of Youth
- Coordination and monitoring of community and social development programs and services for youth
- Coordination and monitoring of the National Policy for Youth

### 5. Child Protection (NEW PROPOSED DIVISION)

- CRC Monitoring and Reporting
- Monitoring of Child Protection Services
- Management of the Interagency Response System on Child Protection

- Adoption Assessment Services
- Coordination of the implementation of the National Policy for Children

**6. Policy, Research and Evaluation**

- Policy Development
- Research
- Strategic Planning
- Monitoring & Evaluation of program and service delivery

**7. Community Development Sector Coordination**

- Sector Finance and Procurement
- Sector Planning, Monitoring and Reporting
- Disability Unit
- Sector Program Coordination

**8. Communication and Information Technology (NEW PROPOSED DIVISION)**

- Management of the Ministry server and network

- Management of Database and Information Systems
- Provision of data analysis for policy advice and dissemination
- Provision of audio visual services for all Ministry programs and activities
- Centralized production of all Information, Education and Communication materials for the Ministry

**9. Corporate Services and Performance Management**

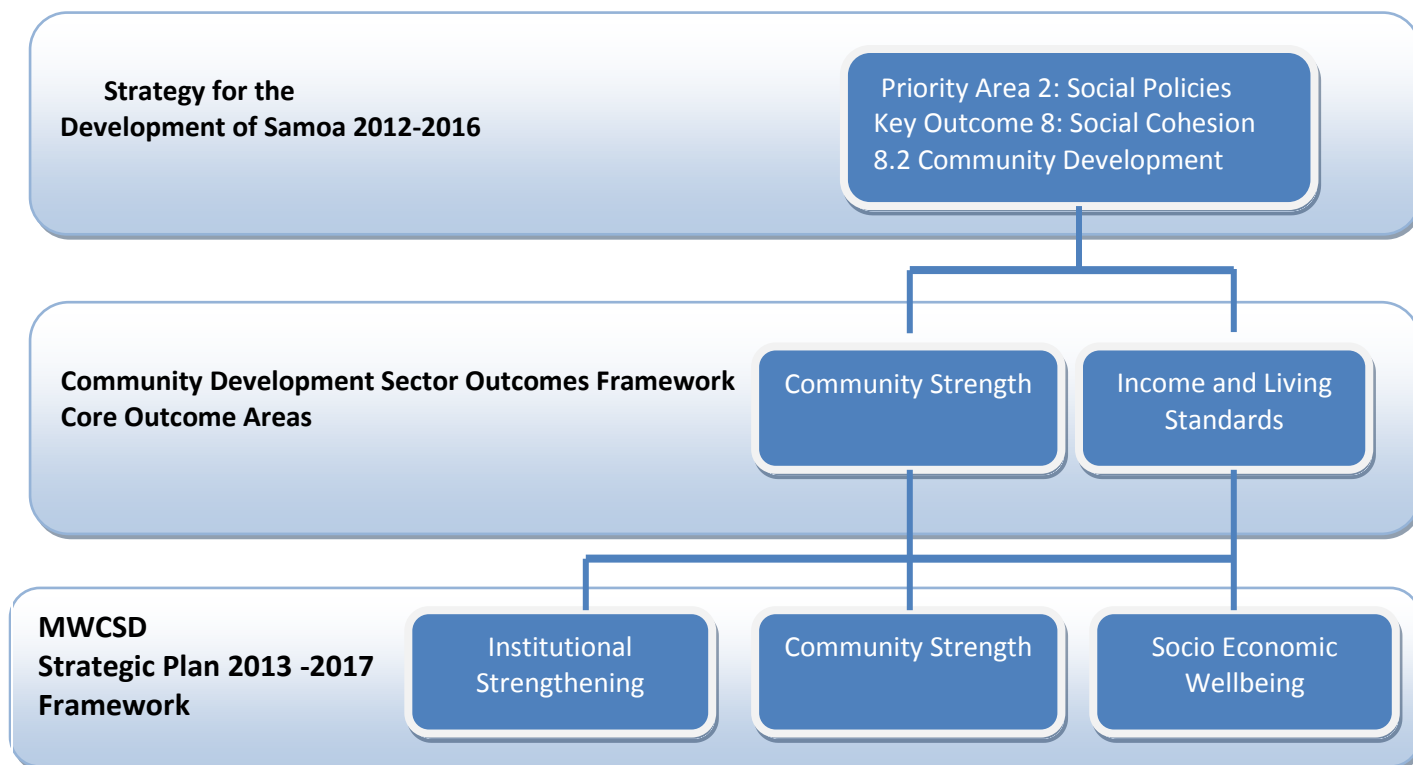
- Finance & Procurement
- Assets Management
- Human Resource Management and Training
- Administration

**10. Government Printing Services**

- Finance & Administration
- Marketing
- Procurement and Asset Management
- Production and Quality Control

## OUR STRATEGIC FRAMEWORK

To ensure effective monitoring and direct community impact, the strategic framework of this Plan is modeled on that of the Outcomes Framework currently in place for the Community Development Sector.



The core elements of the Framework are the same as those of the Community Development Sector. These are:

- a) Categorization of outcomes into economic, social and cultural dimensions,
- b) Clear connection between outcomes
- c) Focus on indicators and outcomes that the Ministry can control and are within its resources
- d) Creating a platform for monitoring and reporting.

Measuring outcomes will be achieved through **effective monitoring**. The aim is to shift the focus from output performance based to more outcomes based and to reflect impact of programs at community level. In order for this to be achieved, operational and technical structures of the Ministry, as well as mindsets and work attitudes, must all be redirected. Monitoring must be instilled and reflected in the strategic planning and working mentality of the Ministry, and this is a process that the Strategic Plan Framework seeks to accelerate.

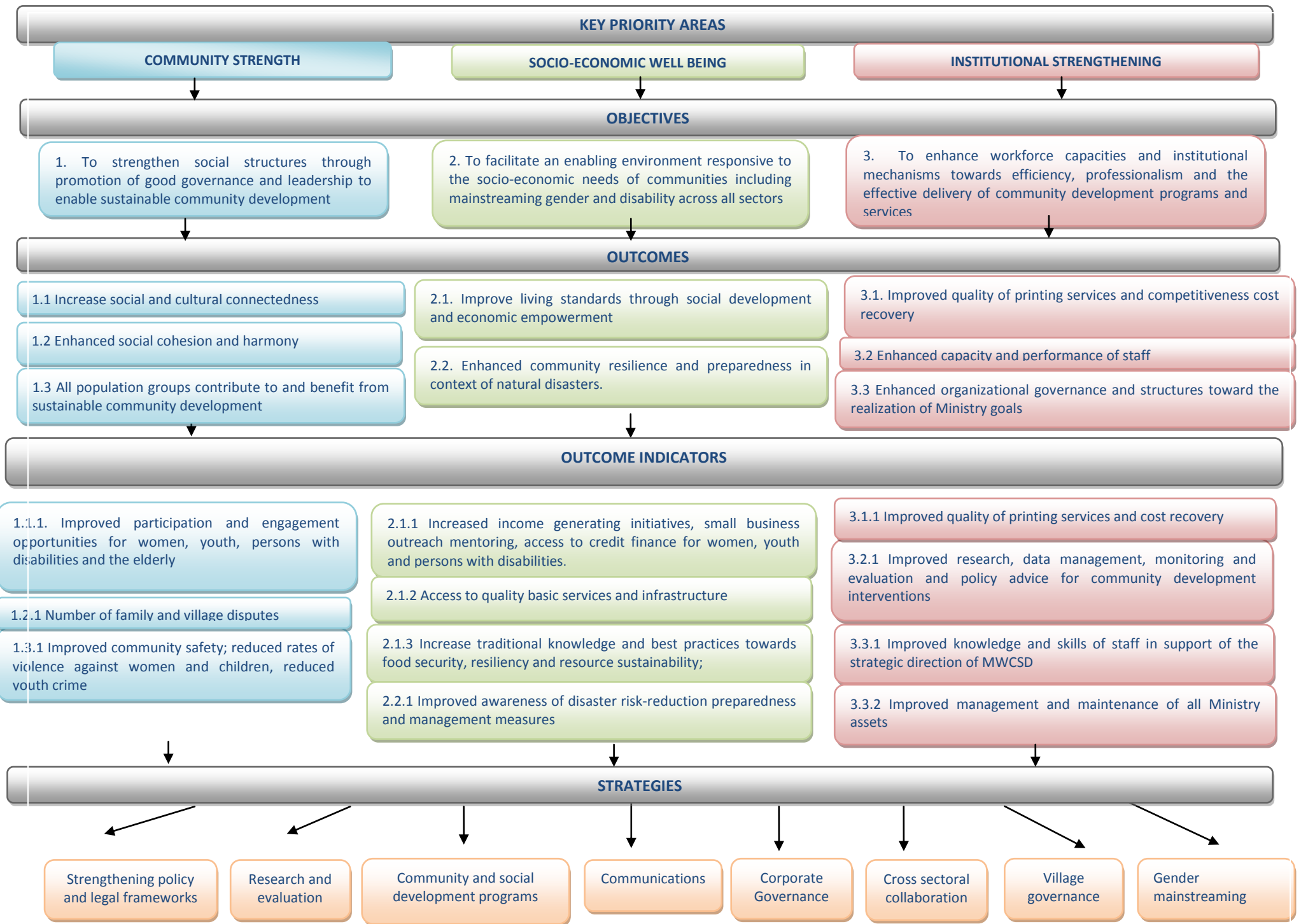
The Framework is structured as follows:

<b>3 KEY PRIORITY AREAS</b>	These are the mainstream areas that are found in the Community Development Sector Outcomes Framework mentioned earlier, and are also reflective of our nation's overarching national priorities, as found in the Samoa Development Strategy. They will be used to guide the performance of the Ministry.
<b>3 OBJECTIVES</b>	The <b>OBJECTIVES</b> outline the specific course of action that the Ministry will undertake in realizing its vision over the next four years in line with its roles and functions.
<b>7 OUTCOMES</b>	<b>OUTCOMES</b> measure the direct means in which an activity implemented by the Ministry is able to contribute to the wellbeing of the community, eg. access to services, reduced disputes, increased ownership etc. Outcomes are long term, and are measured by the efforts of target groups (those directly involved in the Ministry activities), to apply the benefits and knowledge from these activities to the general community. The Key Priority Areas, Outcomes and Objectives are based on the Community Sector Plan as well as the Strategy for the Development of Samoa.
<b>11 OUTCOME INDICATORS</b>	The <b>OUTCOME INDICATORS</b> are specific to the Strategic Plan 2013 – 2017, in line with its direction.
<b>8 STRATEGIES</b>	<p>Because of the vast number of <b>ACTIVITIES</b>, they have been grouped into <b>STRATEGIES</b>, or modes of implementation, also developed in line with the direction of the Corporate Plan Review. The Strategies are applied selectively to each Outcome Indicator, based on specific context and requirements.</p> <p>Both Outcome Indicators and Strategies have been formulated based on findings of the Review of the previous Corporate Plan 2008 – 2012. The Outcome Indicators and Strategies will link this Strategic Plan with the operational frameworks of the Ministry, namely the ANNUAL MANAGEMENT PLAN* and the MONITORING AND EVALUATION FRAMEWORK*.</p>
<b>ACTIVITIES</b>	These are the measures that will be implemented at the ground level, throughout the course of this Plan. Each Outcome Indicator has its own specific set of Activities.

\*The **Annual Management Plan** allows the Ministry to map out priorities over the Strategic Plan's time span, and to break down activities by financial year. (Refer to the MWCSA Annual Management Plan 2013-2014)

\*The **Monitoring and Evaluation Framework** is a tool used to monitor Ministry activities on the ground. The M and E framework contains a generic matrix of sub indicators, specifically developed to ensure effective use of resources available to the Ministry, to achieve outcomes that the Ministry can determine and control. (Refer to the MWCSA Monitoring and Evaluation Framework Concept Paper)

A diagram of the Strategic Framework is given over the next page:





## MATRIX OF STRATEGIES AND ACTIVITIES

**KEY PRIORITY AREA 1: COMMUNITY STRENGTH**

**OBJECTIVE 1: To strengthen social structures through the promotion of good governance and leadership to enable sustainable community development and maintain social cohesion and harmony.**

**OUTCOME 1.1: Increased social and cultural connectedness**

**OUTCOME INDICATOR 1.1.1 Improved participation and engagement opportunities for women, youth, persons with disabilities and the elderly**

**Current Situation:**

Samoa's strength lies in its culture and traditional social structures which ensure the organization of local communities, the exercise of leadership and authority for village development, and the maintenance of law and order. These social structures continue to be the conduit for delivering, facilitating and enabling sustainable community development at village level. Despite these strengths, challenges also exist as a result of disputes arising from governance issues, program implementation, coverage and the participation of target population groups in village development initiatives and programs. of stratification of Samoan society gives rise to significant strengths and challenges in trying to promote issues of gender equality factors, issues of village disputes and village governance matters have , but it ensuring issues of inclusivity and gender mainstreaming. A Village Governance Strategy and Policy are currently being developed to support the work on promoting good governance and enhancing capacities of village leaders through strengthening the interface between the village authority and national government and allow for harmonization, better alignment with central government and more opportunities for women, youth and persons with disabilities. In doing this, MWCS D also remains committed to the promotion of and building on relevant traditional knowledge and practices that ensures sustainable community and social development. Other key issues to be addressed are the need to enhance availability of and access to disaggregated data, compliance of national legislation and advocacy for inclusion of people with disabilities in the labor force.

<b>MWCS D Strategies</b>	<b>Our planned activities</b>	<b>Year of implementation</b>	<b>Responsible Division(s)</b>
<b>Strengthen policy and legal frameworks</b>	Develop Village Governance Policy and Strategy	2013-2014	DFIA
	Development and endorsement of legislation for promotion and preservation of le Samoa (Fine Mats Bill	2013-2014	DFW
	Implementation of the le Samoa Strategy	2013-2014	DFW
	Development of revised, specified criteria for selection of village representatives	2013-2014	DFRPPIP
	Development of formalized guidelines for roles and responsibilities of village representatives, taking into account also their legal mandates	2013-2014	DFRPPIP
	Assist in the endorsement of revised Village Fono Act 1990.	2013-2014	DFRPPIP
	Develop an implementation plan for the CRPD that is costed, supports national policy objective to inform planning, sequencing and resourcing over time.	2013-2014	DFRPPIP
	Facilitate measures to complete preparatory work	2013-2017	Office of the CEO

	for Samoa to become a state party to CRPD		/ Community Sector Unit (DFRPPIP)
	Sign and ratify the Convention on the Rights of Persons with Disabilities	2013-2017	Office of the CEO / Community Sector Unit (DFRPPIP)
	Conduct legislative compliance review to domesticate CRPD principles and directives and incorporate within national legislation	2013- 2014	Office of the CEO / Community Sector Unit (DFRPPIP)
	Implement and monitor the National Policy for Persons with Disabilities	2013-2017	Office of the CEO / Community Sector Unit (DFRPPIP)
	Conduct a comprehensive mid-term review of the National Policy for Persons with Disabilities based on goals and principles of CRPD, as well as the national and international frameworks that Samoa is committed to	2014-2015	Office of the CEO / Community Sector Unit (DFRPPIP)
	Build the capacity of the Disability Unit including the creation of more positions to support the coordination and policy role of the Unit.	2013-2014	Office of the CEO / Community Sector Unit (DFRPPIP)
	Promote the mainstreaming of disability across the relevant sectors of government in order to improve access of persons with disabilities.	2013-2014	Office of the CEO / Community Sector Unit (DFRPPIP)
<b>Research and Evaluation</b>	Conduct National survey on People with Disabilities in Samoa.	2014-2015	Office of the CEO / Community Sector Unit (DFRPPIP)
	Dissemination of the Survey Report.	2015-2016	Office of the CEO / Community Sector Unit (DFRPPIP)
	Encourage the opportunity to share ideas and good practices across the region in terms of capacity building in recognition and importance of the CRPD leading up to signing and ratification.	2015-2017	Office of the CEO / Community Sector Unit (DFRPPIP)
	Engage actively in supporting a Pacific Regional Strategy on Disability, to strengthen regional cooperation,	2013-2017	Office of the CEO / Community Sector Unit (DFRPPIP)
	Conducting of specialized trainings for village representatives with a focus on improving technical skills (ie. record keeping, data management, resource allocation, supervision of committees, and village funds acquittal	2013-2017	DFIA,DFW, DFY
	Implementation of the AUSAID funded Disability Program	2013--2017	Office of the CEO / Community Sector Unit

			(DFRPPIP)
	Conduct consultations, education and awareness programs on CRPD, as well as National Policy for People with Disabilities	2013-2017	Office of the CEO / Community Sector Unit (DFRPPIP)
	Coordination of National Disability Week	2013-2017	Office of the CEO / Community Sector Unit (DFRPPIP)
<b>Communications</b>	Implement Life Skills Manual	2014-2015	DFY
<b>Cross Sectoral Collaboration</b>	Strengthen links and collaboration with the Disabled Persons Organizations and Service Providers.	2013-2017	Office of the CEO / Community Sector Unit (DFRPPIP)
	Coordinate meetings of Task Force and help the Task Force to trigger development in the disability sector	2013-2017	Office of the CEO / Community Sector Unit (DFRPPIP)
<b>Gender mainstreaming</b>	Support training on gender mainstreaming / gender responsive budgeting strategies including disability awareness for Ministries in the health and community sectors through transformational change / leadership approach	2013-2017	Office of the CEO / Community Sector Unit (DFRPPIP)
	Advocate for gender equality in makeup of village development committees, and development of promotional materials and sensitization workshops using transformational leadership tool	2013-2017	DFW
	Support advocacy and capacity building programs using village council approaches / transformational leadership	2013-2017	DFW
	Support Advocacy and capacity building programs for governance and decision making skills at the grass roots level for male and female community leaders using community conversations and transformational leadership.	2013-2017	DFW
	Develop a policy advice for cabinet advocating for female representation on government corporations boards.s	2013- 2017	DFW
	Support training programs for women legislators and potential candidates on electoral systems, democracy.	2013- 2017	DFW
	Support primary based health care programs for women and children on sanitation, hygiene, cancer, prevention and awareness, NCDs etc)	2013 - 2017	DFW
	Ongoing support provided for child birth registration, immunization and other health initiatives (community mobilization) at the grass roots level	2013 - 2017	DFW

**OUTCOME 1.2. Enhanced social cohesion and harmony**

<b>OUTCOME INDICATOR 1.2.1. Number of family and village disputes</b>			
<b>Current situation: See above</b>			
<b>Community and Social Development Programs</b>	Advocacy for Faamama Avega	2013-2017	DFIA
	Implementation of CLGF project	2013-2017	DFIA
	Ensure that public consultations on key development issues are held, and that these consultations are factored into the planning.	2013-2017	DFIA
<b>Communications</b>	Promote the sustainability of traditional and cultural initiatives		
	Tusi Faalupega	2013-2014	DFIA
	Proverbs book and Book of myths and legends	2014-2015	DFIA
	Genealogical record	2014-2015	DFIA
	Faamama le Avega	2013-2014	DFIA
<b>Cross Sectoral Collaboration</b>	Participate / coordinate Komiti Faleula meetings and processes	2013 - 2017	DFIA
	Strengthened collaboration and coordination of roles with key partners for the promotion of connectedness, peace and harmony in communities – Police, MJCA, Law Reform Commission, NGOs	2013-2017	DFIA, DFW, DFY
<b>Village governance</b>	Facilitate dialogue with government through governance practices	2013 - 2017	DFIA
<b>Gender mainstreaming</b>	Strategies and policy guidelines implemented to achieve gender parity in the performances of duties of SN and STN	2013-2017	DFW, DFIA
<b>OUTCOME 1.3 All population groups contribute to and benefit from sustainable community development</b>			
<b>OUTCOME INDICATOR 1.3.1 Improved community safety, reduced rates of violence against women and children; reduced rates of youth crime</b>			
<b><u>Current Situation:</u></b>			
<p>There has been progress in legislative reform, data management and establishment of networks for awareness and prevention services, as the Ministry continues to nurture transformative change in the national psyche. However there is a persistent and even increasing trend of violence against women and children reflected in national statistics.</p> <p>Based on reviews of services, legislation and the provision of support and rehabilitation services for victims, as well as effective punitive measures for offenders, remain key areas for the Ministry to maintain as priority. Other concerns include the need to explore government support for the provision of services such as shelters for domestic violence victims, and the sensitization of all public officials (ie. Law enforcement, judiciary, health care providers and social workers) to all forms of violence, and the provision of adequate training for effective response. In line with this is the need to look into formalizing an Interagency Response System for dealing with cases of violence and abuse to ensure quality service provision that is in the best interests of children in line with our state obligations under CRC.</p>			

Despite positive outcomes generated as a result of a number of effective partnerships and legal / regulatory reform, the number of crimes being committed by the youth remains on the increase. The issue of youth unemployment is also on the rise and there is a strong correlation between youth criminal activity and youth unemployment rates. While the focus of the work of MWCSD is also on generating youth economic activity to help reduce unemployment rates, there is also a need for MWCSD as part of the Law and Justice Sector, to look at ways to address issues associated with youth crime including support for young people in contact with the law. These aspects will also be addressed under these outcomes through the facilitation of collective ownership of the problems associated with youth crime.

<b>MWCSD Strategies</b>	<b>Our planned activities</b>	<b>Year of implementation</b>	<b>Responsible Division(s)</b>
<b>Strengthen policy and legal frameworks</b>	Implement National Policy for Women 2011 - 2015	2013-2017	DFW
	Reduce level of unwanted pregnancies and STIs by implementing responsibilities under relevant national plans	2013-2017	DFW, DFY
	Implement existing sector priorities for protection of children	2013-2017	DFW
	Monitor and implement responsibilities under Education Act 2009	2013 – 2017	DFW, DFIA
	Monitor and implement responsibilities under Birth Deaths and Marriages Act	2013 – 2017	DFW
	Monitor and implement responsibilities under Family Safety Act 2013	2013 - 2017	DFW
	Implement measures in compliance with CRC (Activities, UN reporting, Partnership meetings)	2013 – 2017	DFW
	Implement Gender Based Violence Project	2013-2017	DFW
	Develop a Policy Paper to inform an Interagency Response System to address violence against women and children.	2014-2015	DFW
	Compile a register of Social workers and or Counseling services.	2013-2016	DFW
	Support the development of the Child Protection Bill through public consultations	2013-2015	DFW
	Development of child vendor legislation and policy		DFW
	Implement National Policy for Children 2010 – 2015	2013-2015	DFW
	Annual Child Protection Plan	2013-2017	DFW
	Implement National Youth Policy (related areas – law and justice, education, agriculture)	2013-2017	DFY
<b>Research and Evaluation</b>	Conduct 2 <sup>nd</sup> Samoa Family Health and Safety Study	2014-2015	DFW, DFRPPIP
	Disseminate Findings of the National Child Protection research	2013-2014	DFW
	Capture gender based violence disaggregated statistics (linking with Law and Justice Sector database, including stats on trafficking of women and children)	2013-2017	DFY, DFRPPIP
	Strengthen M & E of policies and programs	2013 – 2017	DFW

	using the Most Significant Change approach.		
	Provide educational and awareness programs on prevention of gender based violence in homes and communities	2013-2017	DFW
	Implement and support multimedia campaigns on violence against women and girls	2013-2017	DFW
	Support work of relevant NGOs working with victims of violence against women and girls	2013-2017	DFW
	Support work of Men Against Violence Advocacy to reach men as perpetrators of violence	2013-2017	DFW
	Commemorate International Day for Prevention of Child Abuse	2013-2017	DFW
	Support conduct of community health outreach programs with men and boys, women on sexual reproductive health issues (linking to gender based violence prevention)	2013-2017	DFW
	Develop a tracking mechanism to locate youth in conflict with the law.	2014-2015	DFY
<b>Community and Social Development Programs</b>	Outreach programs for young people.	2013-2017	DFY
	Implement and monitor Youth Peer Education Program.	2013-2017	DFY
	Implement life skills program	2013-2017	DFY
	Develop and coordinate programs on sexual reproductive health (STI, HIV AIDS) and communication skills:		
	Fathers and Sons	2013-2017	DFY
	Young Couples	2013-2017	DFY
	Establish and implement programs of National Youth Council	2013-2017	DFY
	Facilitate National Youth Parliament	2013-2017	DFY
	Implement measures for protection of young, women from unwanted pregnancies	2013-2017	DFY
	Mothers and Daughters	2013 – 2017	DFW
	Teen Mums	2013-2017	DFW
<b>Communications</b>	Multimedia campaigns for young people.		DFY
<b>Cross Sectoral Collaboration</b>	Work with Ministry of Police and Prisons Services (MPPS) to deliver Skills Building Programs for incarcerated youth.	2013-2017	DFY
	Work in partnership with the MESC Sports Division to increase participation in sports	2013-2017	DFY
	Explore opportunities to engage young people who are in conflict with the law.	2013-2017	DFY
	Work in partnership with MJCA and other relevant sector partners in protecting young people from all forms of violence.	2013-2017	DFY
	Maintain advocacy for opportunities for women and youth for informal / second chance education	2013 – 2017	DFW, DFY

	CEDAW and CRC (Activities, UN reporting, Partnership meetings)	2013-2017	DFW
	Support establishment of Counseling Services Association / Network / Interagency Response System	2013-2017	DFW
	Provide sectoral assistance for prevention of violence against women and children including persons with disabilities	2013-2017	DFW
	Collaborate with the Law and Justice Sector in addressing violence against women	2013-2017	DFW
<b>Village governance</b>	Implement awareness programs for village leaders on violence against women and children.	2013-2017	DFIA
	Integrate prevention of violence against women and children into Village Bylaws and development of Village Sustainable development plans.	2013-2017	DFIA
	Support role of Village Councils in addressing youth crime.	2013-2017	DFY
	Support village leaders engaged in restorative justice under the Community Justice Act.	2013-2017	DFY



**KEY PRIORITY AREA 2: SOCIO-ECONOMIC  
WELLBEING**

**OBJECTIVE 2: FACILITATE AN ENABLING ENVIRONMENT RESPONSIVE TO THE SOCIO ECONOMIC NEEDS OF  
COMMUNITIES INCLUDING MAINSTREAMING GENDER AND DISABILITY ACROSS ALL SECTORS**

**OUTCOME 2.1 Improve living standards through social development and economic empowerment**

**OUTCOME INDICATOR 2.1.1 Increased income generating initiatives, small business outreach mentoring,  
access to credit finance for women, youth and persons with disabilities**

**Current Situation:**

The focus on the economic empowerment of communities has continued through the provision of small business development trainings and skills building trainings targeting women and youth. To date, many women and young people have benefitted from these training opportunities where some of them now have their own small businesses which provide a source of income for themselves and their families. The overall estimate of small businesses established to date from these programs is more than 6000, most of these individual based, with some groups. These programs were also instrumental in securing of employment opportunities, international markets, and producing trainers to assist the work of the Ministry. Key concerns are the sustainability rates for many of these programs, equitability in terms of national coverage, the need to identify alternative channels for credit access and the need for enhanced efforts for monitoring and reporting of program results. Documentation of best practices and lessons learnt as a catalyst for boosting efforts in this area and increase employment opportunities for our target population groups will also be addressed during this period. The Ministry will also look to enhancing collaboration and partnerships with the Trade and Finance Sectors in order to facilitate support for small businesses.

<b>MWCSD Strategies</b>	<b>Our planned activities</b>	<b>Year of implementation</b>	<b>Responsible Division(s)</b>
<b>Strengthening Policy &amp; Legal Framework</b>	Mobilise Sui o Nuu Executive Committees to support the focus on increasing agricultural production at district level.	2013-2017	DFIA
	Implement MWCSD responsibilities in health sector policies and plans	2013-2017	DFIA, DFW
	Support the introduction of WTO guidelines, particularly in agriculture and fisheries	2013-2017	DFIA, DFY
	Provide policy and planning advice for community access to existing support schemes eg. SACEP.	2013-2017	DFIA, DFRPPIP
	Strengthen Microfinance training guidelines with focus on quality control, labeling and marketing standards for local and international markets	2013-2017	DFW, DFY
	Review of National Youth Policy objectives related to youth economic development, to ensure equal / equitable distribution of resources / communities, and to inform preparations for the development of a 2016 – 2020 edition	2016	DFY
	Documentation of best practices for other young people	2013-2017	DFY
<b>Research and</b>	Conduct review of Microfinance Program	2013-2017	DFW

<b>Evaluation</b>	Monitoring of vegetable gardens funded by the MDG initiative.	2013-2017	DFW, DFIA
	Collaborate with SBEC to conduct survey on the success of small businesses in the last 5 years; document lessons learnt and best practices for national dissemination.	2014-2015	DFRPPIP
	Support or facilitate research on effective strategies to make local food cheaper and healthier for communities, and to become a viable business opportunity for local producers, particularly those in the rural areas.	2013-2017	DFRPPIP
	Survey agricultural produce in villages on a regular basis.	2013-2017	DFIA
<b>Community and Social Development Programs</b>	Work with village leaders and appropriate management committees to be more knowledgeable and to better understand health related responsibilities, and to be more sensitive to areas such as maternal health, health of people with disabilities, and illnesses specific to children	2013-2017	DFIA
	Coordinate specialized trainings on value added product development, technological innovations, marketing, quality assurance, project and financial management for sustainability of small businesses	2013-2017	DFIA, DFW, DFY
	Develop exchange programs for villagers with small businesses to gain new skills and knowledge	2013-2017	DFW, DFIA, DFY
	Implementation of activities to ensure access of women and young people to economic empowerment:		
	Skills Building	2013-2017	DFW
	Microfinance Scheme	2013-2017	DFW
	National Youth Awards	2013-2017	DFY
	Youth Enterprise Program	2013-2017	DFY
	Livelihood Skills	2013-2017	DFY
	SIYB trainings for young people	2013-2017	DFY
	SWAP program	2013-2017	DFY
	Partnership arrangements between MWCS D and relevant service providers to facilitate access of potential young people identified from programs	2013-2017	DFY
	Direct youths to available funding schemes to increase economic development within communities	2013-2017	DFY
	Support the establishment of the Young Entrepreneurs Association	2013-2017	DFY
Support the Roll out of Start and Improve your Business (SIYB) and Transitional Enterprise Project	2013-2017	DFY	

	(TEP), targeting women and youth		
	Implement livelihoods skills programs for women and young people including persons with disabilities	2013-2017	DFW, DFY
	Maintain dialogue with community on available programs, with the support of liaison officers	2013-2017	DFW, DFY
<b>Cross Sectoral Collaboration</b>	Work in partnership with the Samoa Chamber of Commerce for programs on increasing production and employment at village levels, with emphasis on links between the business community and local villages, in order to develop value chains.	2013-2017	DFIA
	Support Program (CSSP) and the Private Sector Support Facility (PSSF) to enable support for community and social development initiatives at village level.	2013-2017	DFIA, DFW, DFY
	Realise linkages within the Trade Commerce / Agriculture Sector Plans to further support income generating opportunities	2013-2017	DFIA, DFW, DFY
	Work together with the private sector to facilitate programs on specialized trainings (Samoa Chamber of Commerce, SBEC)	2013-2017	DFIA, DFW, DFY
	Collaborate with WIBDI and SBEC on the facilitation of guidelines for the training of MFF clients	2013-2017	DFW, DFIA, DFY
	Review and monitoring of SN and STN Performance Management System	2013-2014	DFIA DFRPIIP, DFW
	Collaborate with SQA on accreditation of traditional knowledge and skills in the informal sector.	2013-2017	DFW, DFY
	Explore assistance from the Agriculture Sector to support community projects	2013-2017	DFW,DFY
	Strengthened partnership with the TVET providers and ensure relevant support is provided	2013-2017	DFY
	Strengthen collaboration with MNRE on climate change related initiatives.	2013-2017	DFW, DFIA, DFY
<b>Village governance</b>	Negotiate with other sectors to secure new funding channels from their sector plans, based on identification of common goals and operational linkages eg. Agriculture, Trade and Commerce	2013-2017	DFW, DFIA, DFY
	Facilitate support of village councils for the creation of small businesses by young people and women in the villages.	2013-2017	DFIA
	Promote involvement of village leaders in promoting agricultural production at village level.	2013-2017	DFIA

<b>Gender mainstreaming</b>	Support training of gender mainstreaming / responsive budgeting including disability awareness for line Ministries in the health sector through transformational change leadership approach	2013 - 2017	DFW
	Implement measures to ensure sustainable economic development for women	2013 - 2017	DFW
	Collation of gender disaggregated data on training participants	2013-2017	DFW,DFY, (DFRPPIP)

**OUTCOME INDICATOR 2.1.2** Access to quality basic services and infrastructure

**Current Situation:**

Communities for the most part have all benefitted from infrastructural developments that have taken place over the years. The maintenance of hygiene and improved standard of living has also been evident across Samoa as a result of collective efforts by the various sectors including the work of the Ministry. Some of these programs include areas such as water access, health and hygiene (vegetable and fruit gardening, livestock pens), waste management, sanitation, drainage and information and communication technology (ICT). The Ministry will continue to support the development of these programs through strengthening and coordinating of linkages with village representatives, as well as relevant partners such as the SWA, MOH, MNRE and MCIT.

With regards to health awareness, efforts will continue to be guided by our mandates (Ministry of Women Affairs Act 1990 & Ministry of Internal Affairs Act 1995) and the existing MOH Health Promotion Policy 2010 – 2015. The Health Promotion Policy makes references to the role of the Aiga ma Nuu Manuia program in mobilizing communities towards sustainable living conditions and nutritional health. The National Policies for Women and Children are also referenced as relating "directly to the effective enactment of the National Health Promotion Policy

Key priorities for the Ministry will be to establish operational partnerships with the communications and infrastructure sectors, that will utilize its coordinative capacities, to ensure holistic and active participation of villages. Priority is also placed upon life skills and hands on learning as the most viable channel by which the most vulnerable / disadvantaged people in the communities (literacy, employment) can learn from the health promotion.

<b>MWCSD Strategies</b>	<b>Our planned activities</b>	<b>Year of implementation</b>	<b>Responsible Division(s)</b>
<b>Strengthening Policy &amp; Legal Framework</b>	Lead the development of the Water Bill for the delivery of the Independent Water Schemes (IWS) Program.	2014-2015	DFIA
	Manage and monitor the contract between MWCSD and the Independent Water Schemes Association (IWSA).	2013-2017	DFIA
	Support the development of Water Safety Plans for IWS.	2013-2017	DFIA
	Advocate for a more holistic approach to the initial assessment conducted prior to the registration of villages interested in participating in	2013-2017	DFIA

	the IWS.		
	Work with managers of communication centres / telecentres (ie. Liaison officers, pastors, committee leaders, or responsible supervisors) to produce basic list of regulations to ensure security, responsible use of machines and safe operating environment; managers to report periodically to Ministry on success of regulations	2013-2017	DFIA
	Develop policy framework for the 'Aiga ma Nuu Manuia / National Beautification Program.	2013-2017	DFW
	Monitor the upgrade and rehabilitation of IWS.	2013-2017	DFIA
	Monitor the work of Water Committees in managing the IWS.	2013-2017	DFIA
	Implement and monitor the ANM/NBC program	2013-2017	DFW
	Share and disseminate findings of monitoring and inspections	2013-2017	DFRPPP, DFIA, DFW, DFY
<b>Community and Social Development Programs</b>	Implementation of IWS (Committee structures in adherence with governance and gender representation)	2013-2017	DFIA
	Delivery of education and awareness programs on water quality.	2013-2017	DFIA
	Delivery of relevant education and awareness programs to enable better management of the water resource for sustainable use by the relevant communities.	2013-2017	DFIA
	Facilitate technical assistance for communities to address the digital divide and encourage affordability.	2013-2017	DFIA
	Coordinate the implementation of the MDG initiative as part of the Water and Sanitation Sector Program.	2013-2017	DFIA, DFW
	Implement the Aiga ma Nuu Manuia program as a Disaster Risk Reduction Tool	2013-2017	DFW, DFIA, DFY
	Work with MCIT to ensure that the Communication Centre / telecentre plays an active role in commemoration of the annual World Communication Day ie. Presentations on the centre from a community perspective, sharing of success stories, impact of the centre on the social development of the community etc.	2013-2017	DFIA, DFW
	Work with villages to identify gaps in rural health services that community or specific committees can fund to provide	2013-2017	DFIA, DFW
	Coordination of community participation in health programs, through networking with liaison officers	2013-2017	DFIA, DFW, DFIA
	Multimedia Campaign on the ANM / NBC Program and other health programs	2015-2017	DFW

	Initiate a national Cleanup Campaign as part of the ANM/NBC, in partnership with stakeholders	2014-2017	DFW
	Support Fafia Sports Program and Physical Activity (trained STTN), through networking with liaison officers	2013-2017	DFY
	Encourage and strengthen involvement of youth in health programs	2013-2017	DFY
<b>Cross Sectoral Collaboration</b>	Enhance collaboration as a member of the Water and Sanitation Program.	2013-2017	DFIA
	Strengthen links with the Ministry of Health in improving the quality of the water for IWS.	2013-2017	DFIA
	Establish linkages with the transport and infrastructure sector ie. Land Transport Authority and develop sectoral responsibilities on areas such as of village infrastructure and road network safety	2013-2017	DFIA
	Collaborate with MCIT to secure funding for upgrading fesootai centres where necessary	2013-2017	DFIA, DFW
	Representation of Ministry interests in health related committees (National HIV/AIDS Coordinating Committee)	2013-2017	DFW
	Participate in National ICT Committee, and support implementation of National Broadband Policy	2013-2017	DCS
	Social protection of young people and children through ICT policies and legislations (Communications Sector Plan)	2013-2017	DFY
<b>Village governance</b>	Support the role of village councils and Village Water Committees in managing directives related to ANM and IWS	2013-2017	DFIA
<b>Gender mainstreaming</b>	Support primary based health care programs for women and children on sanitation, hygiene, cancer, prevention and awareness, NCDs etc)	2013 - 2017	DFW
	Support and conduct advocacy and education on sexual reproductive health using the community conversation approach	2013 - 2017	DFW
	Support conduct of community health outreach programs with men and boys on sexual reproductive health	2013 - 2017	DFW
<b>OUTCOME INDICATOR: 2.1.3 Increased traditional knowledge and best practices towards climate resilience, food security and resource sustainability</b>			
<b><u>Current situation:</u></b>			
The focus on climate resilience has become increasingly important with the experience of extreme climatic			

events in Samoa. The recent experience of Samoa in the Tsunami of 2009 and Cyclone Evan in 2012, pointed to the need to enhance efforts to ensure communities remain resilient in the face of any disaster, be it natural or manmade. One of the priority area for the Community Development Sector is Climate Resilience and Preparedness, and in this regard, the Ministry over the next 4 years will continue to coordinate programs for climate resilience in collaboration with the relevant Sectors. The need to also start documenting traditional knowledge and practices that ensured resilience of communities in the past is also in the Ministry's agenda for the next 4 years, as part of the Recovery Program and our ongoing awareness and educational programs on Climate Resilience.

<b>Community Development programs</b>	Support the SACEP project of the Ministry of Agriculture and Fisheries	2013-2017	DFIA
	Implementation of the Aiga ma Nuu Manuia program ie. vegetable gardens, installation of pig pens etc	2013-2017	DFW, DFIA
	Facilitate vegetable gardening and agricultural production educational programs through village representatives and ensure that there are sufficient resources and technical assistance for these activities.	2013-2017	DFIA, DFW, DFY
<b>Cross sectoral Collaboration</b>	Explore ways to develop partnerships between community and local manufacturers eg. contract farming, models to provide communities with adequate 'food safety nets' and promote sufficient food production.	2013-2017	DFIA
	Implement sectoral responsibilities in Agriculture Sector Plan (Talo Mua program, Maintenance of tar sealed roads) including the priorities (relevant) articulated in the Pacific Youth in Agriculture Strategy 2011 – 2015	2013-2017	DFIA

**OUTCOME 2.2 Strengthened community resilience and preparedness in context of natural disasters.**

**OUTCOME INDICATOR 2.2.1 Improved awareness of disaster risk reduction preparedness and management measures**

The Ministry recognizes that there is still much to be addressed in order to realize its responsibilities as stipulated under the National Disaster Management Plan. The need to revise the Plan to account for gaps in socially oriented areas, that were evident during Evan, is the major concern. These revisions must take account of the need for stronger community preparedness (capacity of the village representative to raise awareness and to respond, to be developed in line with the needs and expectations of communities), management of shelter and evacuation centres, governance and equity of relief, socio-economic effects and resettlement issues.

<b>MWCSD Strategies</b>	<b>Our planned activities</b>	<b>Year of implementation</b>	<b>Responsible Division(s)</b>
<b>Strengthening Policy &amp; Legal Framework</b>	Initiate and participate in dialogue for refining the National Disaster Management Plan in line with lessons learnt	2013-2017	DFIA, DFW, DFY (DFRPPIP)
	Raise awareness and understanding of target populations on the National Disaster Management Act and the National Disaster Management Plan.	2013-2017	DFW, DFIA, DFY (DFRPPIP)

	Provide technical assistance to Disaster Advisory Committee	2013-2017	DFW, DFIA,DFY (DFRPPIP)
	Promote Village Sustainable Development Plans and the Village Action Plans	2013-2017	DFIA
<b>Communications</b>	Alert the public in a clear and timely manner of disaster situations, in line with directives of the National Plan	2013-2017	DFIA, DFW, DFY
<b>Cross sectoral Collaboration</b>	Development / rehabilitation of village infrastructure (seawalls, pools, fords and bridges)	2013-2017	DFIA
<b>Village governance</b>	Increase in safety of road network (Plantation access roads, access to activity centres (schools, hospitals), access to resettlement areas, evacuation centres and escape routes in times of disaster	2013-2017	DFIA
<b>Gender mainstreaming</b>	Provision of gender disaggregated data on community involvement in disaster risk reduction and management, that is consistent and reliable	2013-2017	DFRPPIP
	Monitor the mainstreaming of gender and disability into the Pilot Program on Climate Resilience and all Climate Change Policies and Programs.	2013-2017	DFRPPIP
	Support gender community workshops as part of recovery process for livelihood restoration and sustainable food supply, to address disaster preparedness and address impacts of climate	2014-2017	DFW
	Support gender responsive initiatives to mitigate the effects of post disaster health impediments ie community resilience and disaster risk response	2014-2017	DFW
	Support community workshops on building resilience and prevention of violence against women and girls, as part of disaster preparedness and management	2014-2017	DFW



**KEY PRIORITY AREA 3: INSTITUTIONAL STRENGTHENING**

**OBJECTIVE 3: ENHANCED WORKFORCE CAPACITIES AND INSTITUTIONAL MECHANISMS TOWARDS EFFICIENCY AND PROFESSIONALISM**

**OUTCOME 3.1: Improve quality of printing services and competitiveness**

**OUTCOME INDICATOR 3.1.1 : Improved quality of printing services and cost recovery**

**Current Situation:**

Potential has been realised for DFP to benefit from a constantly growing market, together with increasing customer demand. Areas that need to be addressed include:

- Budgetary constraints and a quantitative record of implementation.
- The need for alignment of achievements with standard Corporate Plan indicators, for better monitoring
- The need to strengthen advertisement and marketing of services

In the long term, the MWCSD will consolidate measures with a view towards the gradual corporatisation of the Division for Printing, in light of concerns regarding cost recovery and sustainability of resources. As printing skills are not catered for at tertiary level, opportunities for building staff capacity and developing skills are scarce and not in line with investments that have been made in upgraded equipment.

<b>MWCSD Strategies</b>	<b>Our planned activities</b>	<b>Timeliness</b>	<b>Leading Division</b>
<b>Research and Evaluation</b>	Registration and analysis of public printing enquiries and orders received, and customer feedback to guide performance	2013-2017	DFP, DFRPPIP
<b>Corporate Governance</b>	Publications and General Printing services	2013-2017	DFP
	Provision of printing advisory services		
	Implement of advertisement, marketing strategies		
	Implementation of measures to reduce outstanding debts		
	Monitoring of compliance with MCIL occupational health and safety standards, as well as PSC standards		
<b>Cross Sectoral Collaboration</b>	Strengthen linkages with local and regional partners (tertiary institutions, SQA, donor offices), to secure staff capacity building opportunities as well as technological advancements / upgrades for printing machinery and equipment		

**OUTCOME 3.2: Enhance capacity and performance of staff**

**OUTCOME INDICATOR 3.2.1: Improved research, data management, monitoring and evaluation and policy advice for community development interventions**

**Current Situation:**

The development of a new legislative framework for the Ministry is currently being undertaken, to ensure that all areas of the Ministry's operations are mandated and reflected in national legislation.

Apart from a 6 monthly review process, there are no formal programs for monitoring and analysis of Ministry operations. An M & E Framework is currently being developed, that will be directly aligned with the indicators of this Plan.

An increased focus on data management is expected to strengthen connections between research and community development issues, to ensure that Ministry policies are more evidence based, and that Ministry staff are better informed in their decision making, implementation and resource management.

Other key areas for capacity building are effective forum participation and reporting and information dissemination. The Ministry operates a radio program and a bimonthly newsletter as its primary information dissemination channels. TV and newspaper are employed to a lesser extent, and in 2008 the Ministry website was launched. Initiatives such as feedback surveys to ascertain levels of public use of the Ministry's channels of communication, have only recently been introduced.

<b>MWCSD Strategies</b>	<b>Our planned activities</b>	<b>Timeliness</b>	<b>Leading Division</b>
<b>Strengthening Policy &amp; Legal Framework</b>	Development of MWCSD legislation, that encompasses areas that are not yet reflected in national framework, including youth empowerment and advancement of people with disabilities	2013-2014	DFRPPIP
	Provide policy guidance to facilitate increase in allowances for village representatives and village women representatives	2013-2014	DFRPPIP
	Incorporation of legally mandated responsibilities and sector responsibilities of VR and VWR into PMS	2013-2014	DFRPPIP
	Increase compliance levels with international instruments CEDAW, CRC, MDGs, CRPD	2014-2017	DFRPPIP, DFW, DFIA
<b>Research and Evaluation</b>	Conduct social impact assessments of community projects	2013-2014	DFRPPIP
	Produce periodical Village Profiles editions	2013-2014	DFRPPIP
	Periodical analyses of existing programs and operational trends	2013-2017	DFRPPIP
	MWCSD Staff meetings	2013-2017	DFRPPIP
	Executive Management Meetings	2013-2017	DFRPPIP
	MWCSD Evaluation and Planning processes	2013-2017	DFRPPIP
	Meetings and capacity building forums for village representatives	2013-2017	DFRPPIP
	Review of existing MWCSD policies and planning documents	2013-2017	DFRPPIP
	Conduct regular customer feedback surveys on efficiency of information dissemination	2015-2017	DFRPPIP
	Produce and conduct periodical reviews of Ministry Annual Reports	2013-2017	DRPPIP (Office of the CEO)
	Participation in international / regional forums		Office of the CEO
	16 Days of Activism on Violence Against Women	2013-2017	DFW

	International Day for the Prevention of Child Abuse and Neglect	2013-2017	DFW
<b>Communications</b>	Disseminate information on Ministry programs for public reference (newsletters, press releases etc)	2013-2017	DFRPPPIP
<b>Cross Sectoral Collaboration</b>	Complete research questionnaires for partners requesting information	2013-2017	DFRPPPIP (All Divisions)
	Represent Ministry interests and acquire assistance from participation in sectoral forums (national forums)	2013 - 2017	Office of the CEO
<b>Gender mainstreaming</b>	Support implementation of Family Safety Act through capacity building and awareness	2013 - 2017	DFW
	Facilitate gender mainstreaming and responsive budgeting strategies	2013	All divisions
	Develop an Economic Strategy to improve private sector investment in economic opportunities for women from a gender mainstreaming perspective	2013	DFW

**OUTCOME 3.3: Enhanced organisational governance and structures toward the realisation of ministry goals**

**OUTCOME INDICATOR 3.3.1: Improved knowledge and skills of staff in support of the strategic direction of MWCS D**

**OUTCOME INDICATOR 3.3.2: Improved management and maintenance of all Ministry assets.**

**Current Situation:**

The MWCS D Workforce Plan 2013 - 2017 was recently completed. This Plan provides a specific focus on workforce needs of the Ministry and identifies priority workforce needs for the Ministry over the next four years. This Workforce Plan is aligned with this Strategic Plan and the workforce needs identified in the plan is in accordance with the direction of the Ministry Strategic Plan.

The Ministry recognizes the need to adjust its organizational set up, to enable better sectoral integration and allow a wider response to current and emerging needs of communities. Although changes will be realised across all divisions, key factors will be the expansion of the Community Sector unit, the establishment of a fully resourced Disability Unit, and the gradual corporatisation of the Printing Division.

There are also plans being made for the renovation of a number of Ministry buildings that have become unstable, namely those housing the Divisions for Printing and Internal Affairs (Savaii and Matagalalua). Furthermore, the Ministry will also aim for the installation of a nursery for working mothers of the Ministry, in line with obligations towards gender and maternal health. Regular access to clinical services for Ministry staff will also be addressed.

<b>MWCS D Strategies</b>	<b>Our planned activities</b>	<b>Timeliness</b>	<b>Leading Division</b>
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<b>Strengthening Policy &amp; Legal Framework</b>	Implement measures towards the revision of the organisational structure, in line with the direction of the Ministry over the next 4 years.	2013-2017	Office of the CEO
	Reinforcements realised for Community Sector Unit (additional staff etc)	2013-2017	Office of the CEO /Community Sector Unit
	Identification of a "Safety Coordinator" within the Ministry, either from the Administration or the Assets Management team, to identify concerns, manage inspections and coordinate safety strategies for the Ministry	2013-2014	DCS
	Finalise, implement and monitor MWCS D Workforce Plan, to identify workforce and capability needs / solutions	2013-2017	DCS
	Adherence with occupational health and safety strategies, as outlined in the Workforce Plan	2013-2017	DCS
	Include emergency measures as part of safety training and planning	2013-2017	DCS
	Establishment of Ministry library resource centre	2013-2014	DFRPPIP
	Development, implementation and monitoring of IT policy	2013-2017	DCS
	Develop operational tools, checklists and indicators to monitor assets, procurement, accounting and disposal		
<b>Research and Evaluation</b>	Output managers to build capacity through evaluation and staff meetings, by communicating clearly and regularly, expectations on punctuality, attendance, timely delivery, and contribution to the development of the division.	2013-2017	All
	Recognise staff performance through incentive, recognition ceremonies or promotion offers	2013-2017	DCS
	Conduct review of Ministry asset performance and contribution to program delivery to inform accountability, decision making and governance arrangements in program delivery	2013-2017	DCS
	Integrate strategic asset management with planning process and organisational structure	2013-2017	DCS
<b>Communications</b>	Place signs or safety charts on or near dangerous machinery or workforce areas	2013-2014	DCS
	IT support services	2013-2017	DCS

	Establishment and maintenance of MWCS D server	2013-2017	DCS
	Updating and modifying of MWCS D website to strengthen public accessibility and user friendliness	2013-2017	DCS
	Establishment and maintenance of MWCS D domain for email purposes	2013-2017	DCS
	Asset management issues to play a bigger role in Ministry evaluations and forums, where all staff identify strategies and objectives on a collective basis	2013-2017	DCS
<b>Corporate Governance</b>	Development of a work friendly office environment – eg. nursery, regular health clinic set ups	2013-2017	DCS
	Reconstruction of Ministry offices in Matagalalua and Savaii for improved service and program delivery	2013-2017	Office of the CEO
	Identify skills needed for continuous improvement and provide opportunities through periodical training sessions	2013-2017	DCS
	Output managers to communicate through evaluation and staff meetings, the importance of staff asking questions, seeking guidance and feedback	2013-2017	DCS
	Develop general assessment tools for staff such as computerised skills tests, informal observations of employee knowledge etc.	2013-2017	DCS
	Establish a centralised payment and procurement system	2013-2017	DCS
	Establishment of an Information Technology Division	2013-2017	DCS
	Safety to be incorporated into induction programs as a routine requirement	2013-2014	DCS
	Staff to report safety concerns or violations; a mechanism to be developed to allow staff to report either openly or confidentially.	2013-2017	DCS
	Management of staff leave entitlements	2013-2017	DCS
	Monitoring of staff attendance	2013-2017	DCS
	Administration of Performance Appraisal System	2013-2017	DCS
	Regular client satisfaction surveys conducted	2013-2017	DCS
	Employment Survey to identify levels of staff satisfaction	2013-2017	DCS

	Establishment of mechanisms for the acknowledgement of staff performance eg. revival of the increment system	2013-2017	DCS
	Utilisation of available training programs; measures to ensure that training modules are aligned directly with work expectations	2013-2017	DCS
	DCS to coordinate sessions with divisions to impress upon staff the importance of asset management to program delivery of the Ministry	2013-2017	DCS
	Human resource development for divisions in line with specific needs and priorities	2013-2017	DCS
	Provide and maintain timely budget reports and financial monitoring and advice	2013-2017	DCS
	Conduct staff trainings to ensure compliance with Work Plan ie. Performance, ethics, induction, customer service	2013-2017	DCS
	Coordinate meetings of IT Taskforce and apply meeting resolutions towards performance	2013-2017	DCS
	Mechanisms to strengthen observance of the Public Service Code of Conduct in relation to breaches	2014-2015	DCS
	Establish index for video and audio archives	2014-2015	DCS
	Establishment of an internal auditing mechanism, or alternative structure that will enable for efficient monitoring of Ministry accounts and expenses.	2015-2017	DCS
<b>Cross Sectoral Collaboration</b>	Representation of Ministry in the Public Sector Accountants Forum	2013-2017	DCS
	Representation of Ministry at Records Task Force meeting	2013-2017	DCS
	Establish working partnership with NZ Ministry of Social Development	2013-2017	DCS
<b>Gender mainstreaming</b>	Gender priorities incorporated as part of existing workforce plan measures eg. Leadership and Management Development program	2013 - 2017	DCS
	Development of a system to record details of VR, VWRs and committee members, gender analysis conducted for this data	2013 - 2017	DCS

## ACRONYMS

ADB	Asia Development Bank
ANM	Aiga ma Nuu Manuia
CCSDP	Community Centred Sustainable Development Project
CEDAW	Convention on the Elimination of Discrimination Against Women
CLGF	Commonwealth Local Governance Forum
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of People with Disabilities
CSSP	Civil Society Support Fund
DAC	Disaster Advisory Committee
DCS	Division for Corporate Services
DFIA	Division for Internal Affairs
DFP	Division for Printing
DFRPPIP	Division for Research, Policy Planning and Information Processing
DFW	Division for Women
DFY	Division for Youth
DVU	Domestic Violence Unit
IEC	Information Education Communication
ILO	International Labour Organisation
IT	Information Technology
IWS	International Water Scheme
IWSA	International Water Scheme Association
M and E	Monitoring and Evaluation
MCIT	Ministry of Communication and Information Technology
MDGs	Millenium Development Goals
MESC	Ministry of Education Sports and Culture
MFF	Microfinance Facility Scheme
MNRE	Ministry of Natural Resources and Environment
MOH	Ministry of Health
MOU	Memorandum of Understanding
MOWA	Ministry of Women Affairs
MPP	Ministry of Police and Prisons
MWCSD	Ministry of Women Community and Social Development
NBC	National Beautification Committee
NCD	Non Communicable Diseases
NGOs	Non Government Organisations
PMS	Performance Management System
PSC	Public Service Commission
PSSF	Private Sector Support Facility
PUMA	Planning and Urban Management Agency
SAC EP	Samoa Agricultural Competitiveness Enhancement Project
SBEC	Small Business Enterprise Centre
SBS	Samoa Bureau of Statistics
SCC	Samoa Chamber of Commerce
SDS	Strategy for the Development of Samoa
SQA	Samoa Qualifications Authority
STA	Samoa Tourism Authority
STDs	Sexually Transmitted Diseases
SWAP	Sector Wide Approach Program
TALAVOU	Towards a Legacy of Achievement, Versatility, Opportunity and Unity
TVET	Technical and Vocational Education Training

UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
VR	Village Representatives
VWR	Village Women Representatives
WAC	Women's Advisory Committee
WIBDI	Women in Business Development Incorporated

## ORGANIZATIONS AND PEOPLE CONSULTED

Internal consultations were held with the liaison officers of the Ministry (Village Representatives, Village Women Representatives), and also with the Village Youth Representatives, for both Upolu and Savaii islands. These processes took place from 12 – 21 April.

The National Council for the Convention on the Rights of the Child was consulted on 18 April 2013.

The following organizations were represented at the consultation for public and private sector stakeholders, held at the Tooa Salamasina Hall, Sogi, on Wednesday 24 April, 2013

	Ministry / Organisation		
1.	Civil Society Support Fund	23.	Samoa Red Cross
2.	Japan International Cooperation Aid	24.	Samoa Umbrella for Non Government Organisations
3.	Land Transport Authority	25.	Samoa Victim Support Group
4.	Matuaileoo Environmental Trust Incorporated	26.	Small Business Enterprise Centre
5.	Ministry of Agriculture and Fisheries	27.	United Nations Development Program
6.	Ministry of Education Sports and Culture	28.	UNESCO
7.	Ministry of Finance	29.	UN Women
8.	Ministry of Foreign Affairs and Trade	30.	University of the South Pacific
9.	Ministry of Health	31.	Yazaki EDS Samoa
10.	Ministry of Justice and Courts Administration		
11.	Ministry of Natural Resources and Environment		
12.	Ministry of Police		
13.	Ministry of Works Transport and Infrastructure		
14.	National Council of Churches		
15.	National University of Samoa		
16.	Nuanua o le Alofa		
17.	NZAID		
18.	Pan Pacific South East Asian Women's Association		
19.	Public Service Commission		
20.	Samoa Chamber of Commerce		
21.	Samoa Qualifications Authority		
22.	Samoa Law Reform Commission		



