



GOVERNMENT OF SAMOA

**MINISTRY OF WOMEN COMMUNITY AND SOCIAL
DEVELOPMENT
(MWCSD)**

**CORPORATE PLAN
2008 – 2012**

TABLE OF CONTENTS	Page Number(s)
MESSAGE FROM THE HONOURABLE MINISTER.....	3
INTRODUCTION.....	4
MANDATES.....	5
ENVIRONMENT.....	6-7
VISION	8
MISSION	8
GOAL.....	9
OBJECTIVES.....	9
CORE FUNCTIONS.....	10
GUIDING VALUES AND PRINCIPLES.....	11
ASSUMPTIONS.....	12
ORGANISATIONAL STRUCTURE.....	13
DIVISIONAL FUNCTIONS & STRUCTURES	14-20
MATRIX OF OUTPUTS, STRATEGIES & PERFORMANCE INDICATORS.....	21-31
Acronyms.....	32



MESSAGE FROM THE HONOURABLE MINISTER OF WOMEN COMMUNITY AND SOCIAL DEVELOPMENT

The Ministry of Women Community and Social Development continues to press forward in the execution of its mandated roles and functions. The ultimate goal of this Ministry as manifested in its Corporate Vision which is also consistent with that of Government is to ensure the achievement of positive social and economic outcomes for communities and its target groups comprising men, women, youth and children.

As highlighted in its last Corporate Plan, the Ministry may not have achieved its strategic objectives without the assistance of its partners and stakeholders. The successful completion of its 2003-2007 Corporate Plan is credited to the partnership relations and networking of the Ministry and all of its stakeholders in Government. Special mention is made of the support from the village communities through Pulenuu and Government Women Representatives, Churches, Non-Government Organisations and Community-based Organisations.

Similarly for this new Corporate Plan 2008-2012, the same support will ensure the success of the Ministry's strive towards the achievement of its strategic objectives through its policy advice, village governance initiatives, programmes for the advancement of women, youth development initiatives, protection of children and addressing gender based violence affecting families.

There will certainly be major challenges anticipated throughout the implementation of this Plan. However, there are viable built-in strategies incorporated in this Plan that shall allow the Ministry to take these on well and ensure the achievement of its strategic vision and mission.

I have much pleasure in endorsing this Plan and wish the Ministry staff and all its partners and stakeholders the very best in its implementation

Hon Fiame Naomi Mataafa
MINISTER FOR WOMEN COMMUNITY AND SOCIAL DEVELOPMENT

INTRODUCTION

The Ministry of Women Community and Social Development remains focused in its commitment and overall performance for the achievement of community and social development outcomes, as clearly underscored in Government's national and sectoral strategic priorities.

This document is the second Corporate Plan of the MWCSO since its amalgamation in February 2003. The first Corporate Plan 2003-2007 was carried out with success, although there were gaps and challenges encountered over its implementation period. One of the main setbacks was the transitioning from three separate Ministries into one and trying to set a single tune for everyone to accept. It was difficult to draw together the different approaches and mind-sets of the various Divisions into an integrated system of thoughts and actions as a Ministry.

Despite these challenges however, the MWCSO may reflect back at this point, after three consecutive years of moulding, guidance and strategic development that no city may be built in one day. As an integral part of this Plan, lessons learnt from the last Corporate Planning period have been duly considered in the development of its overall objectives and strategic initiatives.

The MWCSO also recognizes in this Plan as a way forward, the importance of creating synergies as well as utilizing an integrated and strengths-based approach in the performance of its roles and responsibilities. There is emphasis on sharing of resources and responsibilities as the best possible way to minimize costs and any duplication of duties.

It is also within this Corporate Plan period that the MWCSO anticipates to implement its Institutional Strengthening Programme which is aimed at the improvement of its capacity as a Ministry to meet its short, medium and long term strategic needs, vision, mission, goals and objectives for the effective and efficient delivery of its services to the people and communities of Samoa.

It is anticipated that during the Institutional Strengthening Project process, this Plan will be thoroughly scrutinized to ensure that the MWCSO continues to take the best possible option in fulfilling its mandated roles and functions.

The overall purpose of this Plan over the next three years is for the MWCSO to sustain its contribution to the achievement of Government's overall vision of "quality of life for all".

MANDATES

The work of the MWCSD is governed by the following Mandates:

Main Legislations:

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

To ensure a whole of Ministry integrated approach there is an urgent need for a Ministry of Women Community and Social Development (MWCSD) legislation which will be realized within this Corporate Plan Period 2008 - 2012. In the absence of a specific legislation, the above acts confer authority to the MWCSD to carry out its core functions.

Supporting Mandates:

- 7. Government's Strategy for the Development of Samoa (SDS) 2008 - 2012**
- 8. UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) ratified by the government of Samoa in 1992**
- 9. UN convention on the rights of the Child (CRC) ratified by the Government of Samoa in 1994**
- 10. Millennium Development Goals (MDGs)**
- 11. Commonwealth Youth Programme, UNICEF/UNFPA/UNDP Country Programme Action Plans 2008 – 2012**
- 12. Cabinet Directives**
- 13. Memorandum Of Understanding (MOUs)**
- 14. National Policies**

ENVIRONMENT

The success of the work of the Ministry of Women Community and Social Development is directly related to how it addresses factors that influence its external as well as internal environment. For this Corporate Plan, the mandates of the various Ministries that have become the realigned Ministry of Women Community and Social Development will continue to govern the work of the Ministry while aiming to have a legislation in place that would stipulate its functions in meeting the needs and expectations of its target groups. This section discusses some of the key issues that exist in the Ministry's external and internal environment and how these impact on its strategic directions.

External Environment

The work of the Ministry of Women Community and Social Development is influenced significantly by the external factors and context in which it operates. While many of these factors encroach on the way the MWCSO functions, some do provide viable opportunities for the advancement of its work. The Strategy for the Development of Samoa 2008-2011 that provides the overall direction for development at national level outlines the government's priorities. The work of the MWCSO must necessarily be aligned with these priorities. This has significant implications on the degree to which the MWCSO can practically translate its community and social development functions given the reality of resource constraints.

The MWCSO is governed by policies and regulations stipulated by the mandates of the Public Service Act 2004 and Public Finance Management Act 2001. This certainly has implications on the Ministry in terms of Human Resource Management and Development.

As the focal point for the CEDAW and CRC – the two human rights international conventions ratified by the government of Samoa, the international and regional agreements for the development of youth and the Commonwealth Local Governance Forum, the MWCSO together with its partners have been tasked with meeting government's obligations through addressing many of the issues highlighted under these conventions and agreements within our cultural context. Over the years, the MWCSO has continued to be challenged with misconceptions about, and short-lived interest in, these conventions and agreements, such that much capacity building for communities and the public at large is required. This calls for greater commitment in terms of resources and linkages across sectors given the cross-cutting nature of the issues addresses under the above conventions and agreements.

Internal Environment

The realigned MWCSO now in its second Corporate Planning period comprises six Divisions as identified under its Organisational Structure. The professional capacity of the Ministry's staff as well as the composition of the MWCSO are strengths in themselves. The MWCSO is responsible for the delivery of quality services to its different target groups thus providing a strong basis for policy development and planning given its reach into the community through its network with Puleuu, Government Women Representatives, Church Youth Directors and Civil Society Organisations. The Ministry currently delivers a number of programmes focusing on social and economic development through a community strengths-based approach. The Ministry aims to promote sustainable social and economic development initiatives through good governance

to foster peace and harmony in, and revitalize the economy of, village communities which in turn would sustain peace and economic development in Samoa.

Given that this is clearly what the MWCSD is all about, the challenge for it is to collectively deliver programmes in order to be effective at village level. This calls for an organizational culture that is conducive to facilitating strong teamwork and a sound understanding of the Ministry's strategic direction as well as promoting networking within and between the Ministry's Divisions. Further, an integrated approach to policy development and planning, programme design, implementation, monitoring and evaluation is urgently needed to ensure the efficiency and effectiveness of the services it delivers across the different target groups. Given the current scattered locations of the Ministry's Divisions, there is a great need to strengthen communication within and across Divisions so that the whole of Ministry staff may articulate issues pertaining to social and economic development through good governance at all levels. With a strong organizational culture, an integrated approach and effective communication system, better understanding by staff of their role in achieving the Ministry's vision, mission, goals and objectives as set out in this Corporate Plan will address the issue of staff turnover and loss of corporate knowledge.

VISION

To champion social and economic development in communities

This Vision emanates from the overall national vision of Government as stipulated in its Strategy for the Development of Samoa 2008-2012

MISSION

To work in partnership with stakeholders through good governance to achieve social and economic outcomes for communities.

This Mission is derived from the MWCSD's Vision and reflects a sincere commitment to fulfil its roles and functions through a partnership approach with government, community and all stakeholders

GOAL

**“By June 2012, the Ministry
of Women, Community and Social Development would have successfully
realized its strategic objectives as stipulated in this Plan”**

OBJECTIVES

- Objective 1** To have relevant legislation(s) in place for the Ministry.
- Objective 2** To strengthen policy development, strategic planning and research analysis.
- Objective 3:** To develop and implement an effective strategy for strengthening local governance.
- Objective 4:** To empower communities to manage and implement social and economic development initiatives.
- Objective 5:** To promote gender responsiveness in national policies, plans and initiatives so as to provide more choices and opportunities for all.
- Objective 6:** To strengthen the Ministry's institutional capacity and organisational culture in order to realise its Vision and Mission.
- Objective 7:** To sustain the provision of quality and affordable printing services for Government stakeholders and private customers

CORE FUNCTIONS

To fulfil the MWCSD's Objectives explicated in this Plan, the following are its Core Functions :

1. Policy Advice

To provide quality and gender responsive advice on all Government policies, plans and budgets on issues concerning the economic and social development of communities.

2. Social Development

To promote, facilitate, monitor and evaluate Social development initiatives for Communities in partnership with Stakeholders.

3. Sustainable Economic Development

To promote, facilitate, monitor and evaluate sustainable economic development initiatives for Communities in partnership with Stakeholders.

4. Local Governance

To promote good governance principles in order to strengthen social and economic development at the Community level.

5. Printing Services

To provide quality, affordable printing services and technical advice to Government Ministries and private customers.

GUIDING VALUES AND PRINCIPLES

Fundamental to the MWCSD's service delivery will be the principles and values of human morals in the context of the values and principles of the Samoan culture.

Professionalism, Quality management and performance

- Upholding professionalism in decision making and smart leadership in service provision

Respect and Cultural Etiquette

- Serving the people of Samoa based on the fundamental spiritual and cultural principles of respect, while at the same time respecting differences in values, beliefs and principles

Good Governance - Accountability and Transparency

- Being able to explain the reason for actions taken and taking responsibility for those actions and making decisions in an open way.

Gender Equity

- Gender responsiveness in policies, plans and budget in order to enhance access to resources, programmes and services by men, women, youth and children in Samoa.

People Focus / Community Strengths-based Focus

- Providing people-oriented services, facilitated through consultation with partners and participation by the community inclusive of families and individuals.

Public Service Code of Conduct

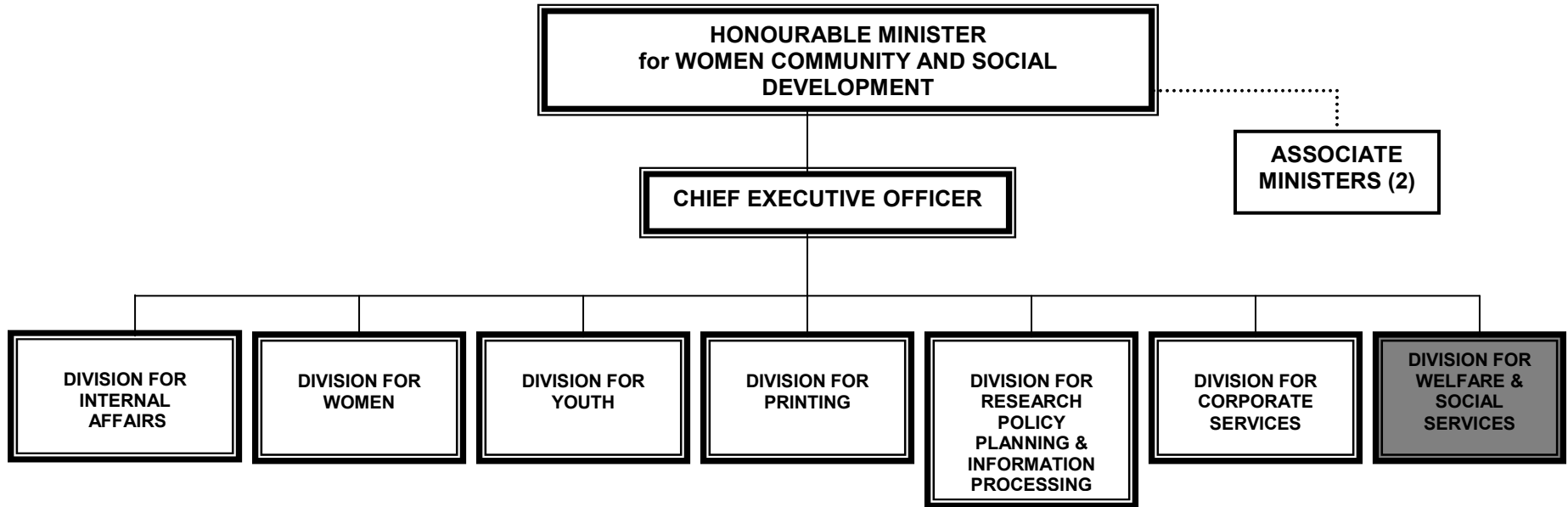
- Upholding the values of the Public Service Code of Conduct as stipulated in the Public Service Service Act 2004 section 17
(Honesty, Impartiality, Service, Respect, Transparency, Accountability, Efficiency and Effectiveness, Integrity)

ASSUMPTIONS

The following Assumptions are made to ensure the successful achievement of the MWCSD's strategic and long term vision:

1. Government continues to recognise the essential roles of 'Alii ma Faipule', women, young people and communities in the development of Samoa
2. Strengthened collaboration between national and village governments
3. Government and all line Ministries recognise the MWCSD as the key coordinating agency for community and social development
4. The proposed legislation is realised for the MWCSD within the timeframe of this Plan
5. The proposed Institutional Strengthening Project of the MWCSD addresses its short and long term strategic needs
6. The MWCSD Corporate Plan 2008-2012 will be approved for implementation by June 2008
7. The approval of the Community Sector Plan will enhance the effective and efficient implementation of this Corporate Plan
8. Government budgetary allocation will increase to enhance access to resources, programmes and services in order to achieve positive social and economic outcomes for all
9. Close working relationship with national planners to facilitate inclusion of priority social and economic outcomes in Government's national plans and strategies

MWCSD ORGANISATION STRUCTURE

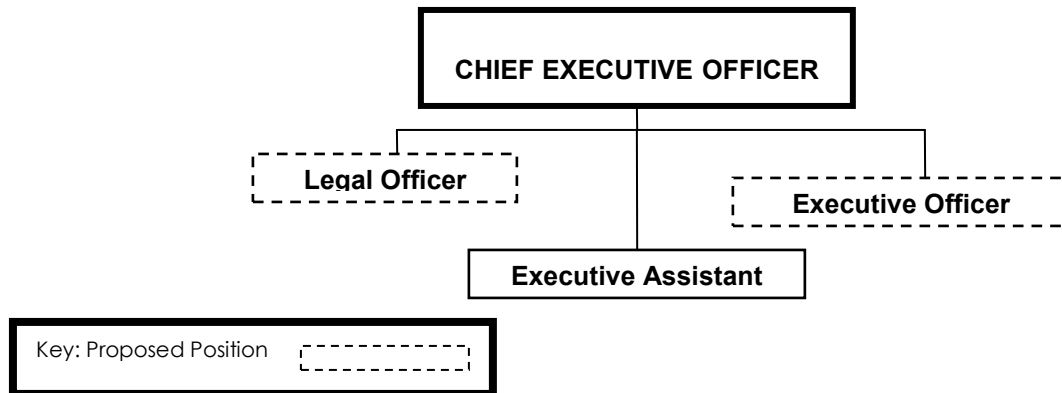


 :- Approved in Principle by Public Service Commission

MWCSD ORGANISATIONAL STRUCTURE

Note: The Ministry has a Management Team consisting of the CEO and all Assistant Chief Executive Officers. The Management team is responsible for the management, planning, facilitation and coordination of the Ministry's activities and operation.

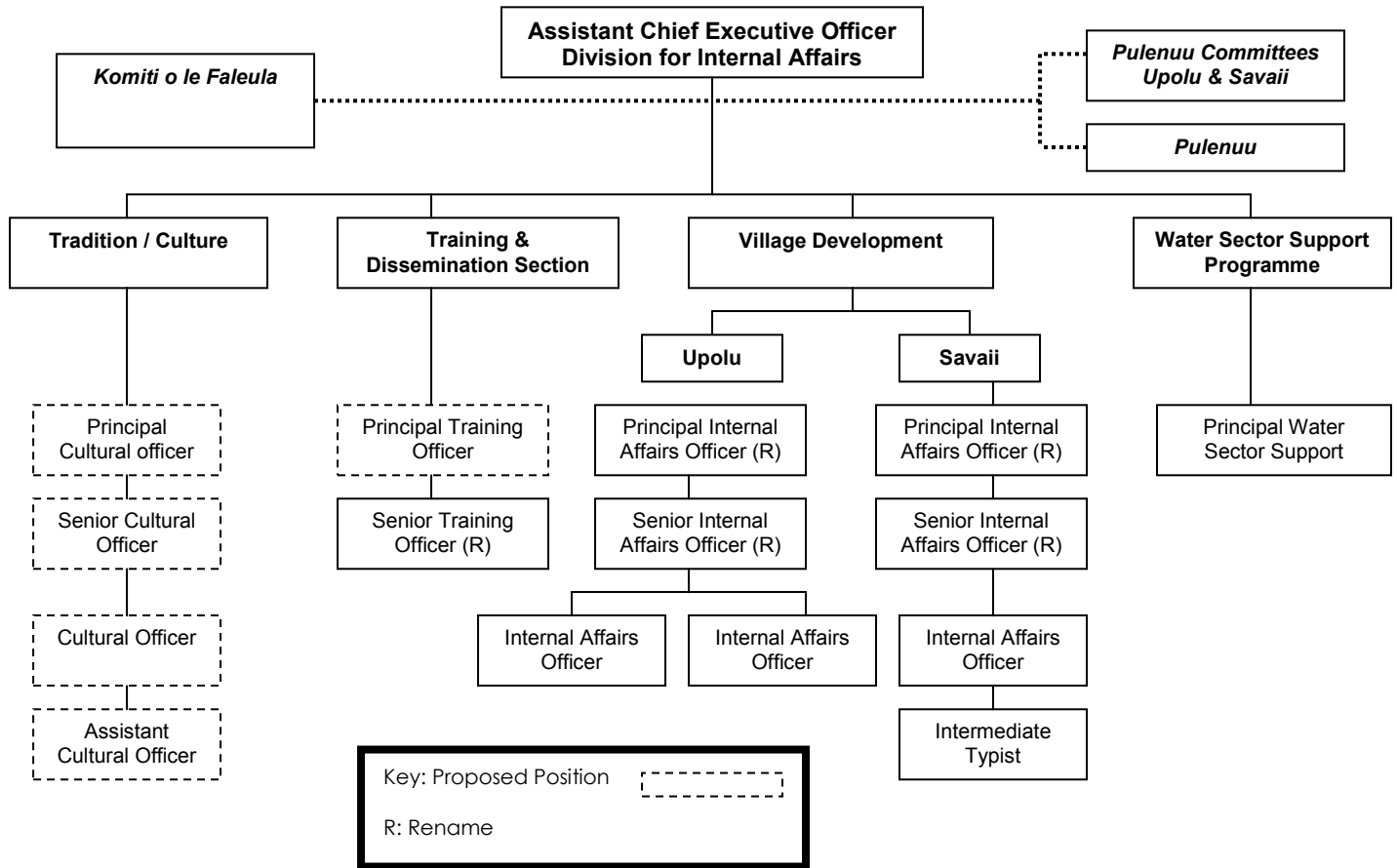
OFFICE OF THE CHIEF EXECUTIVE OFFICER



FUNCTIONS:

- ❖ Ensure effective liaison with the Office of the Minister for Women, Community and social Development.
- ❖ Ensure coordination of the CEO's appointments
- ❖ Ensure efficient coordination of Executive Management Team, Management Committee and whole of staff meetings
- ❖ Ensure proper preparation and timely submissions of Cabinet Papers and STSC applications and necessary follow up on Cabinet directives
- ❖ Ensure expeditious completion of Policy and Planning documents and required reports
- ❖ Ensure effective utilization of resources
- ❖ Provide policy advice to Minister
- ❖ Provide advice on processes and systems
- ❖ Provide regular briefing statements/reports to Minister
- ❖ Provide oversight to the implementation of Community Sector Plan
- ❖ Provide oversight for the implementation of the Ministry's Institutional Strengthening Project

DIVISION FOR INTERNAL AFFAIRS

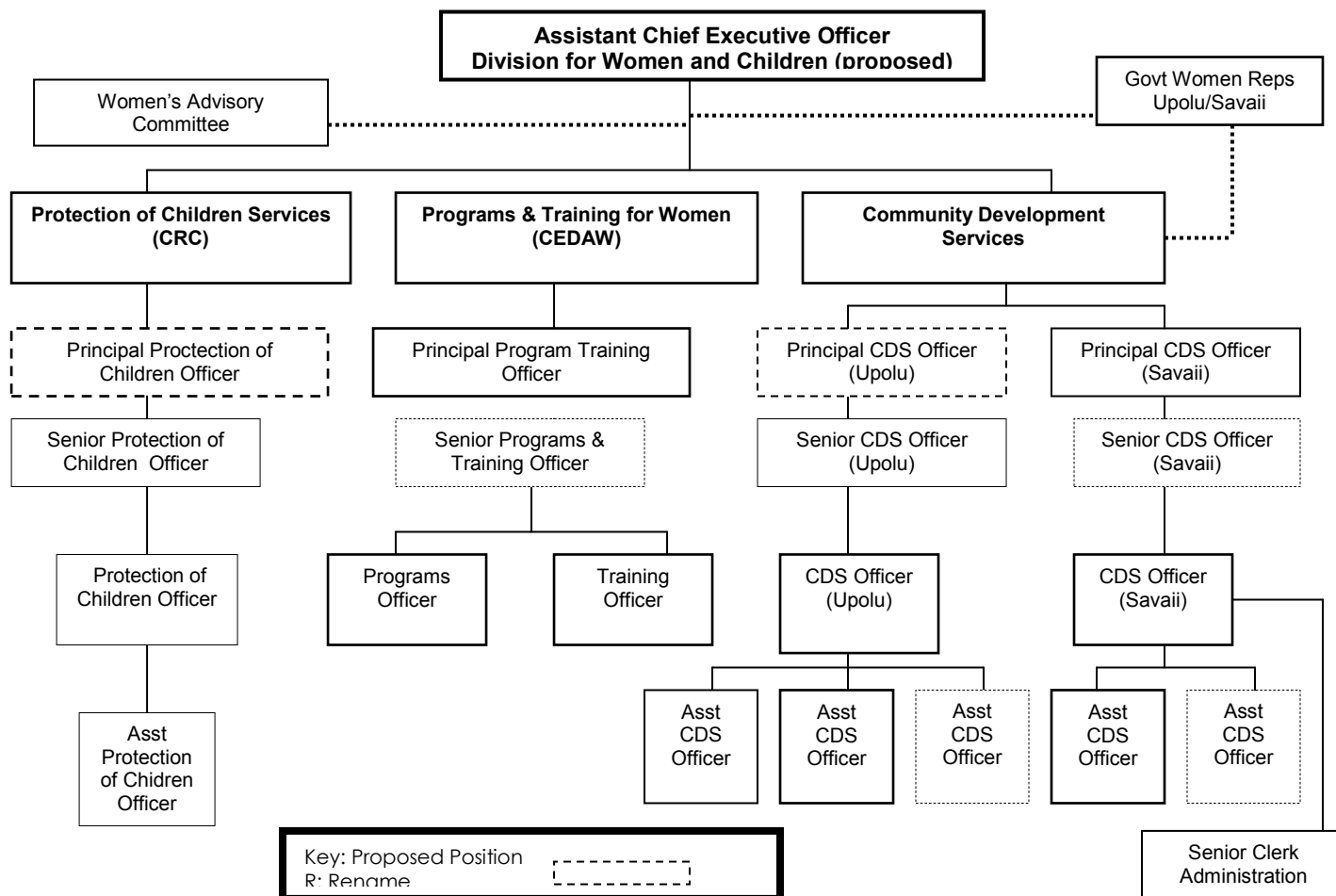


FUNCTIONS

- ❖ Promote good governance in villages through strengthening capacity of Pulenuu, Sui o le Malo, Komiti o Pulenuu and Komiti o le Faleula
- ❖ Ensure security, peace and harmony within communities through Pulenuu and Sui o le Malo
- ❖ Develop effective Performance Management System (PMS) for Pulenuu, Sui ole Malo, Komiti a Pulenuu and Komiti o le Faleula
- ❖ Enhance Village Based Development Program (VBD)
- ❖ Promote food security within the community –e.g. Food crops, fishery resources, forestry program
- ❖ Promote the sustainability of traditional and cultural initiatives through the work of the Komiti o le Faleula
- ❖ Identify relevant policy issues relating to Pulenuu and Alii & Faipule in the community
- ❖ Coordinate Government Projects eg. Water Support Program for Independent Water Scheme (IWS) & Commonwealth Local Governance (CLGF), Talomua, Town Area Drainage Program

¹ Komiti o le Faleula / Pulenuu Committees (Upolu & Savaii) / Pulenuu – Cabinet approved bodies responsible for development at village level and promotion of sustainability of traditional and cultural initiatives

DIVISION FOR WOMEN AND CHILDREN (proposed)

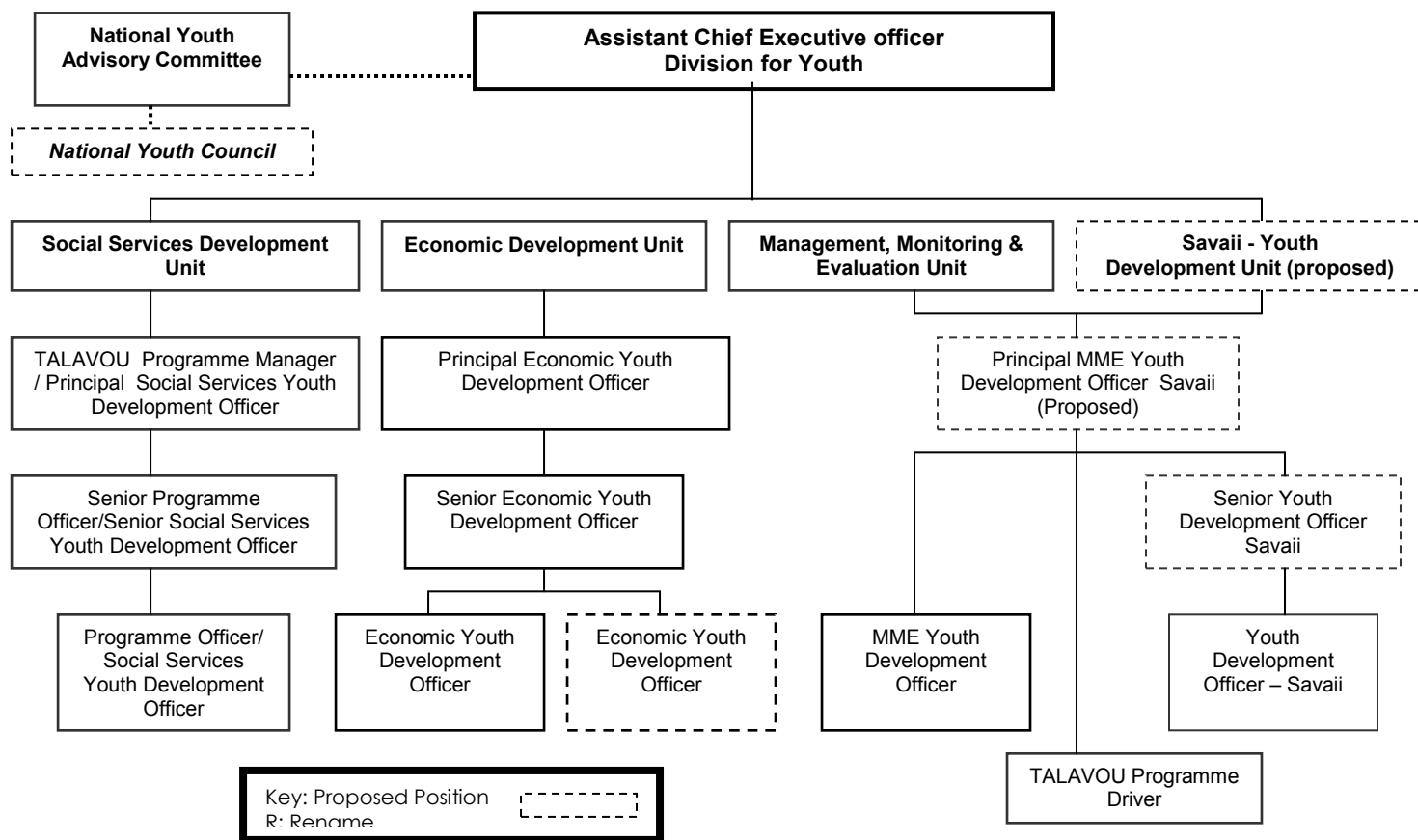


FUNCTIONS

- ❖ Identify policy issues relating to the advancement of women and the protection of children including discriminatory practices against women and girls
- ❖ Coordination, implementation, monitoring and evaluation of programmes for the advancement of women in line with the National Plan of Action for the Advancement of Women in Samoa 2008-2012
- ❖ Coordination, implementation, monitoring and evaluation of programmes for the advancement of women in line with the National Plan of Action for Children in Samoa 2008-2012
- ❖ Coordination, monitoring and support for the Government Women Representatives in line with their Performance Management System
- ❖ Coordination, monitoring and reporting of the Government of Samoa's implementation of CEDAW and CRC in line with its reporting obligations with the two Conventions

¹ Government women representatives – Cabinet Approved women representative nominated by their village community to lead the development of women at village level. They are directly responsible to the Division for Women.
 Women's Advisory Committee – mandated body under the Ministry of Women Affairs Act 1990 & Amendments 1998

DIVISION FOR YOUTH



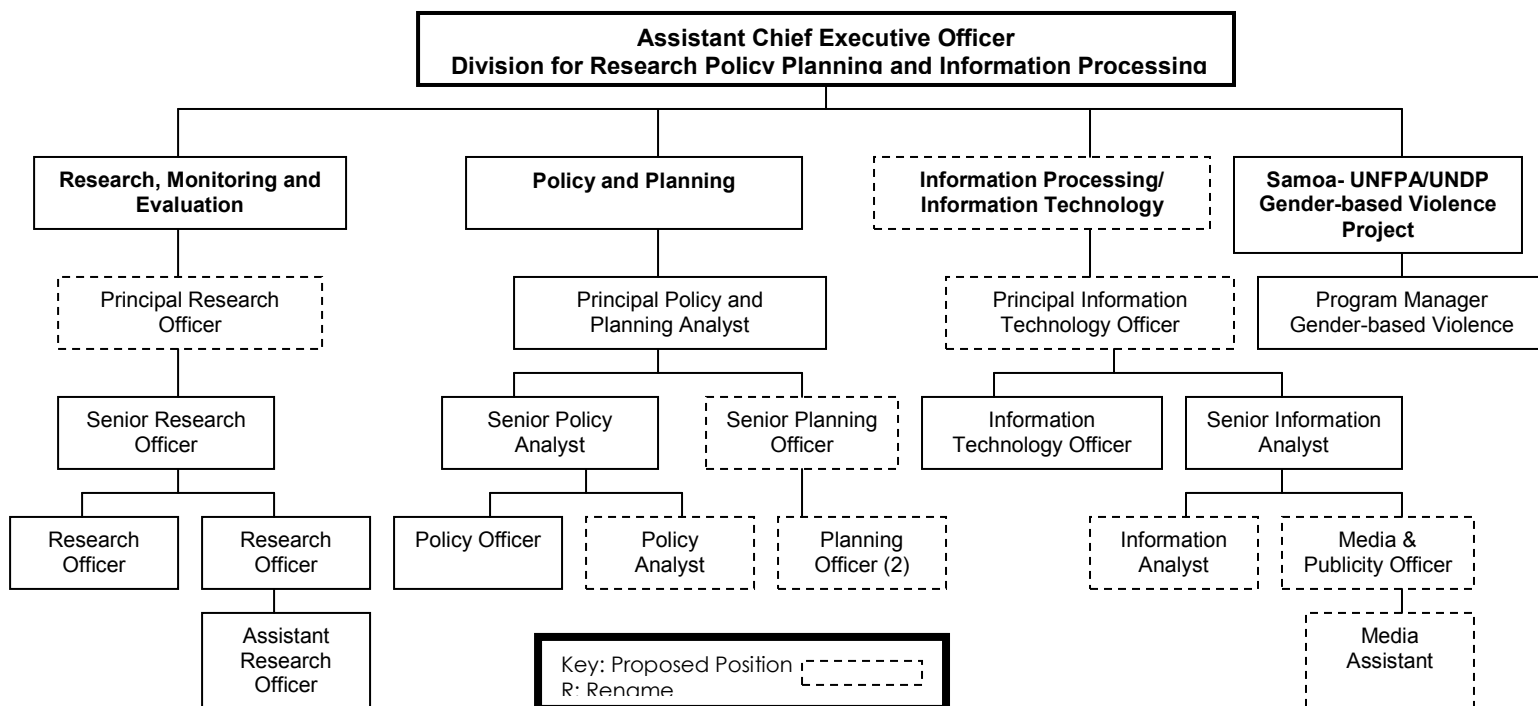
FUNCTIONS

- ❖ Coordinate and implement the TALAVOU Program and ensure that the Program will be continued by Government after four years
- ❖ Develop, facilitate and coordinate programmes to improve the self worth of young people and build their physical and psychological capacity
- ❖ Foster flexible and inclusive learning environment conducive to school retention, skills formation and career choice for young people
- ❖ Develop, facilitate and coordinate programmes to increase employment and income generation opportunities for all young people of Samoa
- ❖ Strengthen capacity of young people, youth leaders, and DFY Staff to manage, implement, monitor and evaluate all youth related activities
- ❖ Identify policy and programme issues pertaining to the development of young people through the review of the National Youth Policy and TALAVOU Programme

National Youth Advisory Committee – Cabinet approved council for youth development at national level

National Youth Council – proposed body of youth representatives to advocate on youth development issues at national level

DIVISION FOR RESEARCH POLICY PLANNING AND INFORMATION PROCESSING



FUNCTIONS

- ❖ **Ensure the provision of policy advice that is in line with national objectives**
 - Strategic policy development analysis and reviews in line with national and sectoral strategies
 - Coordinate and implement strategic policy processes and framework

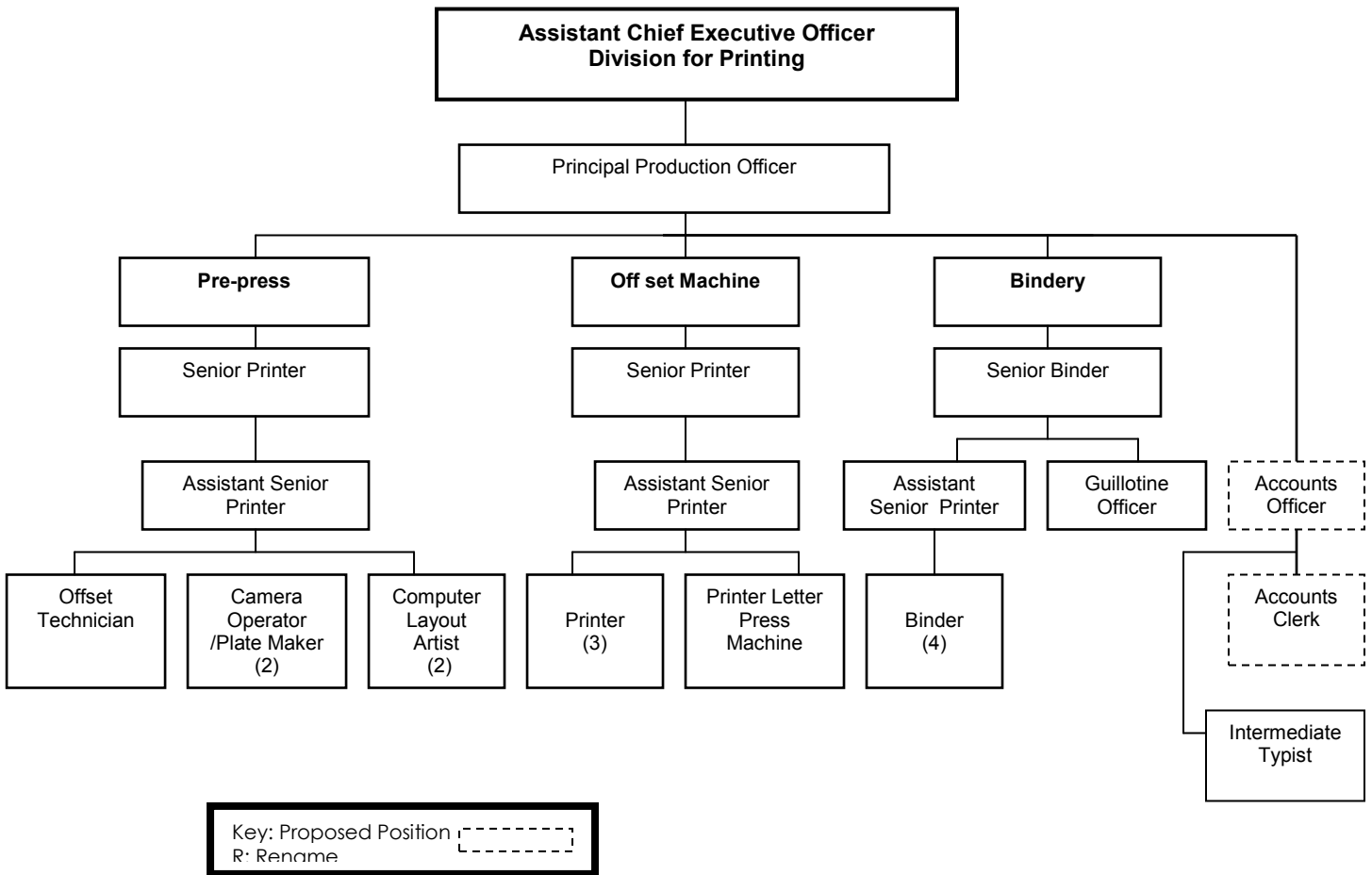
- ❖ **Ensure the development, of the Ministry's plans to be consistent with national objectives**
 - Preparation of Annual Reports
 - Preparation of Annual Management Plans, Corporate Plan, Service Charter
 - Provide secretariat to the Community Sector Plan - Steering Committee

- ❖ **Coordinate research and surveys on recommended issues to support policy development and programme interventions**
 - Update Ministry's existing databases on – Village Profiles, Statistical Profiles of Men and Women in Samoa, Directory for Women, Directory for NGOs, Gender Disaggregated Databases
 - Pilot surveys on recommended issues

- ❖ **Coordinate and manage information systems and ensure effective dissemination of information on the Ministry's ongoing programmes and developments**
 - Centralised Gender disaggregated databases
 - IT Unit/MWCSD Website & Network
 - Library/Resource Center
 - Production of Ministry's Monthly Newsletter
 - Conduct fortnightly Radio Programmes

- ❖ **Coordinate monitoring and evaluation processes for the Ministry's policies, plans and programmes**
 - Monitoring & Evaluation Framework / Processes
 - Gender Management System (GMS)
 - Social impact Assessments

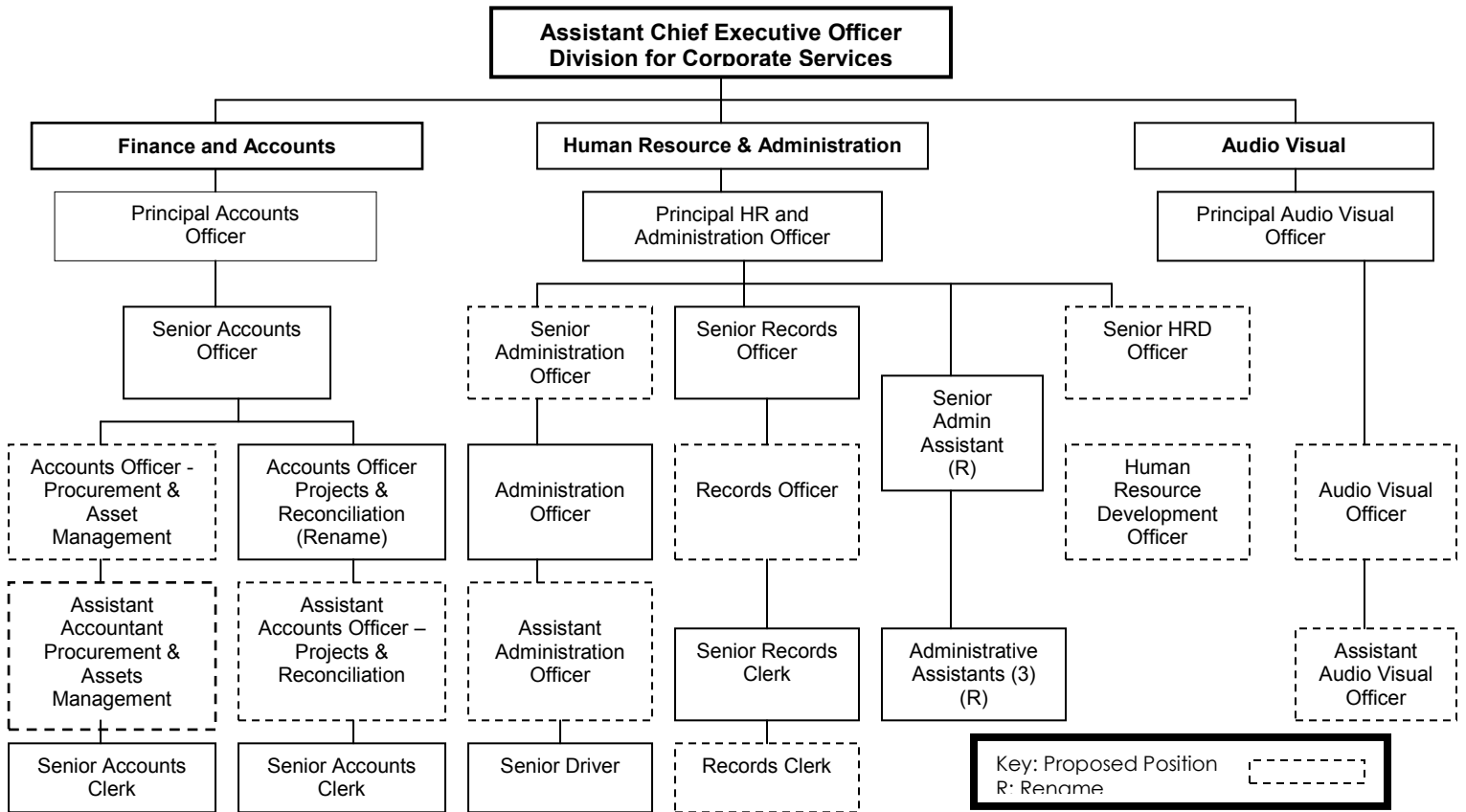
DIVISION FOR PRINTING



FUNCTIONS

- ❖ Provide technical advice on printing enquiries
- ❖ Consult on regular basis with Ministries on services requirements to see how best their printing needs may be supplied
- ❖ Provide technical advice on latest printing technology for use
- ❖ Adopt the latest printing technology to boost production
- ❖ Meet the printing requirement in terms of timeliness, quality and price
- ❖ Provide quality, timely and affordable printing services for Government and private customers
- ❖ Provide technical capacity building for staff
- ❖ Promote and market printing products

DIVISION FOR CORPORATE SERVICES



FUNCTIONS

- ❖ **Ensure timeliness of budget preparation and provide ongoing monitoring advice on all financial and budgetary matters**
 - Compile Ministry's Annual Budget & Forward Estimates
 - Manage and Control Overall Budget Performance
 - Monthly review & advice on budgetary spending and cost recoveries
 - Coordinate quarterly and six monthly budget reviews, and provide monthly budget reports to Output Managers
- ❖ **Coordinate Human Resource Management & Development**
 - Coordinate Staff Training and compile Ministry's Training Needs
 - Develop Performance Management System for the Ministry's Staff
 - Coordinate and Implement the Recruitment & Selection processes
 - Coordinate the orientation program for newly recruits
 - Develop the Capability Plan and Human Resources Development Plan
- ❖ **Provide support services to all Divisions in administration matters**
 - Procedural Manuals – Accounting & Finance and Administration manuals
 - Monitor Staff Leave and Attendance, Preparation of Leave reports
 - Provide advice on Finance, Human Resource and Administration matters
 - Petty Cash Management, Payroll & Wages processing.
 - Records Management and Mailing systems
 - Operational Policies : Vehicles policy Telephone, internet & email policy
- ❖ **Ensure appropriate management and allocation of the Ministry's resources**
 - Procurement and payment processing for Tooa Salamasina Hall, Pulnuu House - Apia, Manutoao – Salelologa, Savaii Women's Center Salelologa
 - Asset Management
- ❖ **Coordinate the provision of Audio Visual Services**

MATRIX OF Strategies and Key Performance Indicators

Objective 1: **To have relevant legislation (s) in place for the Ministry**

Outputs: MWCS D Legislation
 Child Protection Legislation
 Domestic Violence legislation
 Child Protection Legislation
 International Conventions Legislative Compliance
 Internal Affairs Act
 Women Affairs Act
 Youth Affairs Act

STRATEGIES	PERFORMANCE INDICATORS	TIME FRAME	EXECUTING DIVISION
1) Legislation Development and Review.	1.1 Review of relevant Legislations completed	2012	Main: Office of the CEO Supporting: All divisions
	1.2 Cabinet Approval of proposed Legislation(s)/Amendments	2008 - 2012	
	1.3 Parliament Approval of new legislation/Amendments	2008 - 2012	
	1.4 Parliament Approval of Legislative Changes in line with Compliance Review of International Conventions	2008 - 2012	
2) Provide technical assistance to relevant legislations to ensure they are in accordance with national policies	2.1 Feedback from Communities and Stakeholders considered and reflected in Legislation(s)	2008 - 2012	Main: Office of CEO Supporting: All Divisions
3) Consult with Stakeholders and communities on relevant Legislation (s)	3.1 Consultations conducted	2008 - 2012	Main: Office of the CEO Supporting: All Divisions
	3.2 Feedback from community stakeholders on understanding of relevant legislations	2008 - 2012	

Objective 2: To strengthen policy development, strategic planning and research analysis.

Outputs: Strategic Policy Planning Framework (inclusive of Monitoring and Evaluation processes for Ministry's policies and planning documents)
 Community Sector Plan
 Community Development Policy
 Social Services Policy
 Internal Affairs Policy
 National Policy for People with Disabilities
 National Policy for Women
 National Policy for Children
 National Youth Policy Reviewed
 National Plans of Actions Children/Women
 Strategy for Village Based Development
 Annual Management Plans
 Annual Reports
 Gender Disaggregated Information Databases

STRATEGIES	PERFORMANCE INDICATORS	TIME FRAME	EXECUTING DIVISION
1) Policy Development.	1.1 Policy Processes/ Framework developed	2008 - 2012	Main: DRPIIP, Office of the CEO
	1.2 Policy Framework/Discussion Paper endorsed by Management	2008 -2012	Supporting: All Divisions,
	1.3 Ministerial endorsement of Policy submissions to Cabinet	2008 - 2012	
	1.4 Cabinet Approval of Policy documents	2008 – 2012	
2) Provide and facilitate technical support to members of the Ministry's National Councils and Committees	2.1 Perspective and technical position of the Ministry is reflected in other sectoral policies & vice versa	2008 - 2012	Main: Office of the CEO, DfW, DfIA, DfY
	2.2 Community issues articulated as a priority in the Samoan National Development Plan and in sector policies	2008-2012	Supporting: CSU, DRPIIP

<p>3) Develop an interagency response system</p>	<p>2.3 Work Plan by Committee Completed and Tabled.</p> <p>3.1 Ministry's National budget allocation for the implementation of the response system</p> <p>3.2 Referral system in place</p>	<p>2008-2012</p> <p>2008 -2012</p> <p>2008 - 2012</p>	<p>Main: DRPPIP/DFCS</p> <p>Supporting: All Divisions</p>
<p>4) Policy Management - review, analysis, monitoring and evaluation, implementation</p>	<p>4.1 Policy Review Reports endorsed by Management</p> <p>4.2 National Plans of Action endorsed by Management for implementation.</p> <p>4.3 Clear linkages of policies and implementation.</p> <p>4.4 Target Groups' support of policies and their implementation.</p>	<p>2008 - 2012</p> <p>2008-2012</p> <p>2008-2012</p> <p>2008-2012</p>	<p>Main: DRPPIP</p> <p>Supporting: All Divisions</p>
<p>5) Strategic Planning Management</p>	<p>5.1 Strategic Planning Framework & Monitoring and Evaluation system endorsed and implemented</p> <p>5.2 Review/Evaluation reports on the implementation of plans:</p> <ul style="list-style-type: none"> ❖ Community Sector Plan ❖ MWCSD Corporate Plan ❖ MWCSD Annual Management Plan ❖ Service Charter <p>5.3 Strategic planning informed by action and implementation through the centralised information system</p>	<p>2008-2012</p> <p>2008-2012</p> <p>2008-2012</p>	<p>Main: DRPPIP</p> <p>Supporting: All Divisions</p>

	5.4 Allocation of resources reflective of Evaluation Reports and strategic direction of the Ministry	2008-2012	
	5.5 Management Endorsement of Plans	2008 - 2012	
	5.6 Ministerial Endorsement of Plans		
6) Disseminate Information on Ministry's Policies, Plans and Programs	6.1 Newsletters produced and distributed to stakeholders and communities	2008 – 2012	Main: DRPPIP Supporting: All Divisions
	6.2 Website launched and updated		
	6.3 Radio Programme produced and aired		
	6.4 Feedback from clients and stakeholders		
7) Provide quality Research Analysis and Reports on social issues pertaining to men, women, youth, children, vulnerable groups	7.1 Printed Update of Ministry's publications.	2008-2012	Main: DRPPIP Supporting: All Divisions
	7.2 Management Endorsement of research reports		
	7.3 Utilisation of available data for Policy and Strategic Planning		

Objective 3: To promote good governance at Village level

Outputs: Strategy for Village Governance
Report on Implementation of Strategy

STRATEGIES	PERFORMANCE INDICATORS	TIME FRAME	EXECUTING DIVISION
1) Develop Strategy for strengthen Village governance	1.1 Village Governance Strategy developed 1.2 Strategy endorsed by Minister 1.3 Implementation review and report endorsed by Management 1.4 Community Feedback through Pulenuu/GWR on effectiveness of strategy in decision making on social and economic development at village level	2008 - 2012 2010 2010 - 2012	Main: DFW, DFIA, DFY Supporting: DRPPID, DFCS

Objective 4: To empower village communities to manage and implement social and economic development initiatives.

Outputs: Social and economic development initiatives
 Traditional/Cultural Development Initiatives
 Good Governance Initiatives

STRATEGIES	PERFORMANCE INDICATORS	TIME FRAME	EXECUTING DIVISION
1. Promote and strengthen cultural development initiatives - Komiti a le Faleula, - Komiti le Samoa	1.1 Relevant guidelines and publications endorsed. 1.2 Increased production of le Samoa / Siapo	2008 – 2012	Main: DFW, DFY, DFIA Supporting: Other divisions.
2) Develop an Integrated framework for programme delivery	2.1 Framework endorsed 2.2 An Integrated Approach to all Social and Economic programs and initiatives.	2008 - 2012	Main: DFW, DFY, DFIA Supporting: Other Divisions
3) Ensure accessibility to and availability of social and economic development services	3.1 <u>Economic Development</u> 3.1.1 Effective utilisation of the Micro Finance Facility 3.1.2 Number of medium and small businesses established / expanded 3.1.3 National Survey on Child Vendors conducted 3.1.4 Entrepreneurial Training conducted 3.1.5 Livelihood Skills conducted	2008 - 2012 " " 2010 2008-2012 "	Main: DFW, DFY, DFIA Supporting: Other divisions. Main: DRPIIP Main: DFY,DFW,DFIA "

	<p><i>3.2 Social Development</i></p> <p>3.2.1 Implementation of :</p> <ul style="list-style-type: none"> - Aiga ma nuu Manuia - TALAVOU Programme - Gender-based Violence Project - Mothers and Daughters - Protection of Children <p>3.2.1 Village Plans on substance abuse</p> <p>3.2.1 Increased village agricultural production</p> <ul style="list-style-type: none"> - Community Markets - Participation in TALOMUA Programme - Vegetable Gardens <p>3.2.2 Better coordination of social service provision</p> <p>3.2.3 Number of cases effectively managed by appropriate agencies</p>	<p>“</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p>	<p>Main: DFY,DFW,DFIA</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p>
--	---	---	---

Objective 5: To promote gender responsiveness in national policies, plans and initiatives so as to provide more choices and opportunities for all.

Outputs: Gender Responsive Budgeting
Gender disaggregated Information System
Gender Management System

STRATEGIES	PERFORMANCE INDICATORS	TIME FRAME	EXECUTING DIVISION
1) Establish Gender Management System	1.1 Gender Management System in place 1.2 Gender Responsive M & E Framework developed 1.3 Gender Indicators developed	2008 - 2012	Main: DRPIIP Supporting: All Divisions
2) Gender Responsive Budgeting	2.1 Gender Responsive Budgeting Framework endorsed by Management 2.2 Gender Indicators developed ❖ Resource Allocation to reflect gender equity ❖ Budgets informed by implementation and policies	2008 -2012	Main: DRIPPIIP Supporting: DFW, DFIA & DFY
3) Gender Audit and Analysis	3.1 Framework for Gender Audit endorsed for national application	2008 - 2012	Main: DRIPPIIP Supporting: DFW, DFIA & DFY

Objective 6: To strengthen the Ministry’s institutional capacity and organisational culture in order to realise its Vision and Mission.

Outputs: Capability Plan
 Human Resource Management (HRM) Plan
 Human Resource Development (HRD) Plan
 Communication Strategy
 Annual Budget

STRATEGIES	PERFORMANCE INDICATORS	TIME FRAME	EXECUTING DIVISION
1) Develop, implement and review Capability Plan / HRD Plan	1.1 Capability Plan endorsed and implemented 1.2 Human Resource Development Plan endorsed and implemented 1.3 Skills gaps identified and reduced 1.4 Technical skills acquired by staff	2008 - 2012 2012 2008 – 2012 2008 – 2012	Main: DFCS Supporting: All other Divisions
2) Develop, implement and review HRM Plan	2.1 Performance Management System in place 2.2 HR & Administration Manual 2.3 Clients Satisfaction Survey	2008 – 2012 2008 –2012 2008 – 2012	Main: DFCS, Supporting: Other Divisions
3) Develop, implement and review Communication Strategy	3.1 Centralised Databases with clear linkages established amongst divisions.	2008 - 2012	Main: DFCS, DRPPIP Supporting: Other Divisions

4 Coordinate, prepare, manage and monitor Ministry's annual budget and projects.	3.2 Updated website	2008 - 2012	Main : DFCS Supporting: Other Divisions
	3.3 Network in operation	2008 - 2012	
	3.4 Computer System Management within MWCSD	2012	
	4.1 Annual Budget endorsed and submitted on time.	Annually	
	4.2 Quarterly and six monthly review reports	Quarterly	
	4.3 Monthly budget updates submitted to Output Managers	Monthly	
	4.4 Annual budget links to the Ministry's Annual Management Plan	Annually	

Objective 7: To sustain the provision of quality and affordable printing services for Government stakeholders and private customers

Outputs: Printed publications of Government
Printed materials of all other customers

STRATEGIES	PERFORMANCE INDICATORS	TIME FRAME	EXECUTING DIVISION	
1) Provision of Quality Printing Services	1. Publications (on a yearly basis) (a) 500 Budget Statements (b) 200 Draft Estimates (c) 500 Approved Estimates (d) 50,400 Monthly Savali newspaper (e) 4000 Annual Reports	2008 –2009	Main: DFP	
	2. General Printing (on a yearly basis) (a) 8000 Receipt books (b) 1000 Invoice books (c) 100,000 Letterheads	2008 – 2012	Main: DFP	
	3. Client satisfaction with advice and information provided regarding job specifications, costing and delivery time	2008 –2012	Main: DFP	
	4. Improved quality of printed jobs produced	2008 – 2012	Main: DFP	
	(i) Increased staff capacity and performance	2008 – 2012	Main: DFP	
	(ii) Adequate printing supplies on hand at all times	2008 –2012	Main: DFP	
	(iii) Acquisition of latest printing machines	2008 - 2012	Main: DFP Supporting: DFCS	

ACRONYMS

ACEO	Assistant Chief Executive Officer
ANM	Aiga ma Nuu Manuia
AV	Audio Visual
BPFA	Beijing Platform For Action
CBO	Community Based Organization
CDS	Community Development Services
CECT	Community Education Training Centre
CEDAW	Convention on the Elimination of All Forms of Discrimination
CEO	Chief Executive Officer
CRC	Convention on the Rights of the Child
CYP	Commonwealth Youth Programme
DFCS	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
FFS	Future Farmers of Samoa
FMM 11	Fiame Mataafa Faumuina Mulinu 11
FY	Financial Year
GBV	Gender Based Violence
GDD	Gender Disaggregated Data
GMS	Gender Management System
GWR	Government Women Representative
HECA	Healthy Environment for Children's Alliance
HIV /AIDS	Human Immune Deficiency Virus / Acquired Immune Deficiency Syndrome
HRD	Human Resource Development
HRM	Human Resource Management
ISP	Institutional Strengthening Program
IT/ ITU	Information Technology / Unit
JICA	Japan International Cooperation Aid
JYP	Joint Youth Program
MDGs	Millennium Development Goals
MOF	Ministry of Finance
MOU	Memorandum of Understanding
MWCSD	Ministry of Women Community and Social Development
NGOs	Non Government Organizations
NUS	National University of Samoa
NWEC	National Women's Education Centre (Japan)
NYF	National Youth Forum
PC	Personal Computer
PCP	Pacific Children's Programs
PIU	Program Implementation Unit
POA	Plan of Action
PPA	Pacific Platform for Action
SBEC	Small Business Enterprises Centre
SDS	Strategy for Development of Samoa
SFHSS	Samoa Family Health and Safety Survey
SGS	Small Grants Scheme
SNYP	Samoa National Youth
SPC	Secretariat of the Pacific Community
TALAVOU	Towards a Legacy of Achievement Versatility and Opportunity through Unity
TOR	Terms of Reference
UNDP	United Nations Development Program
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
VAW	Violence Against Women
VBD	Village Based Development
WaSSP	Water Sector Support Programme