MINISTRY OF WOMEN, COMMUNITY AND SOCIAL DEVELOPMENT

NATIONAL POLICY ON INCLUSIVE GOVERNANCE

2021 - 2031

Foreword

It is my pleasure to present this first National Policy on Inclusive Governance.

This is a new policy and expands on the work carried out by Ministry of Women, Community and Social Development within the village and district communities to ensure that all decision making bodies and groups are inclusive of all voices who live in the community.

While this policy has close links with the Gender Equality and Rights of Women and Girls Policy and the Persons with Disability national policy, this policy specifically focusses on social inclusion at all levels from government and urban to rural and village based community structures.

Government of Samoa reaffirms its commitment to inclusion of all our citizens in governance structure as outlined in the SDS, 2040 Agenda and in our international agreements such as the Convention on the Elimination of Discrimination Against Women (CEDAW), the Beijing Declaration and Platform for Action, Convention on the Rights of Persons with Disabilities, and the Sustainable Development Goals.

However we are also acutely aware of the implementation gaps and challenges that remain. The direct and socio-economic impacts on women and girls is exacerbated by natural disasters, the 2019 measles epidemic and the ongoing COVID-19 pandemic. With the worsening impacts of climate change on our small island developing states, these add to the ongoing challenges we have to factor in as we continue to invest in the achievement of gender equality, tackling gender based violence and advancing women's empowerment.

This policy document underwent a comprehensive process of review and validation with consultation workshops with government agencies, NGO's, CSO, FBO's and with community leaders and community representatives from all over Samoa and was approved by the National Policy Coordination Committee in March 2021. I would like to thank all our partners and stakeholders for engaging in this process, as it has resulted in a stronger and more robust policy document.

Hon. Tuitama Dr Talalelei Tuitama

Minister for Women, Community and Social Development

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❇ Preamble

E afua mai mauga manuia o nuu (Prosperity for villages start from leadership)

O le tele o sulu e maua ai figota (With many torches, you will find shellfish)

The Samoan proverbs underscore both the importance of leadership to a society's ability to thrive and the need for all to work together to achieve progress and success. The values which underpin Samoan culture including alofa (love), va fealoai (respect), felagolagomai (cooperation), fai-nuu lelei (good governance of villages) emphasise the importance of inclusion as a cornerstone for achieving communal well-being. With the advent of Christianity in Samoan societies, its core principles may serve to reinforce the values needed for a peaceful and prosperous society.

Samoa has a unique system of governance with a central government based on the Westminister parliamentary system and the traditional fa'amatai structure operating at village level. Of the three branches of government, the executive has made some progress in inclusive governance especially in the leadership ranks of the public service with women occupying about the same proportion of Assistant CEO/Deputy Manager roles as men. The CEO roles however still remain predominantly male, with females only holding around 30% of head of all government agency positions and only 10% of Chairs of SOE Boards.

The Judiciary has become better balanced in the Supreme Court however, challenges remain with judges at the Land and Titles Court being 90% male and 10% female. With regards to the Parliament, Samoa continues to be ranked low regionally and globally for female representation with only 10% women MPs after the activation of the TSM in 2016. At the Cabinet level, there have been two (2) female Cabinet Ministers representing 40% of the total of female parliamentarians over the last 4-5 years with our general election this year (next month in April 2021). The female Deputy Prime Minister resigned late 2020 leaving 1 (one) female Cabinet Minister.

With regards to the local governance level, the fa'amatai has well-established protocols governing individual member's rank, status, responsibilities, relationships and interactions with others. The saying 'o Samoa o le atunu'u tofi' reminds that the foundations for fa'asamoa are already in place as well as 'tu ma aga'[1] thus bringing about changes in these areas requires a deeply nuanced understanding of the resistance to change.

Village councils or fono a matai which consist of all the matais of a village are the governing entity for all traditionally established villages (*nuu mavae)*. They are responsible for making laws or rules for the village, overseeing the execution and implementation of village development and are also the adjudicator/decision-maker when the rules are infringed or there are disputes. Both the nuu o tamaitai (since the 1920s replaced by or coexisting with the Komiti o Faletua ma Tausi or Komiti Tumama) and nuu o taulelea take their authority and status from the fono a matai, even down to designated places to sit within a fale when a meeting is convened. While villages and *fono a matai* have traditionally been free to govern their villages, increasingly, starting with the Village Fono Act 1990, the central government are passing laws which are making aspects of the village fono and family matai authority subject to the oversight and rules of central government. Given Samoa's unique set-up especially at the village level, it is critical in seeking to make decision-making and leadership spaces more inclusive and diverse that the work to bring about change not only addresses the formal aspects of existing systems but also the underlying belief systems and social norms which greatly influence realities and experiences for marginalized groups.

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[1] literally how you stand and behave in different situations having regard to guiding principles like 'va-fealoai' or respectful space for addressing and facing/engaging with others

Global	Regional	National
Sustainable Development Goals Goal 5.5 Ensure womens full and effective participation and equal opportunities for leadership at all levels of decision-making	**Pacific Roadmap for Sustainable Development 2018** The planning, implementation, monitoring and accountability for sustainable development is a country-led endeavor.	**Strategy for the Development of Samoa 2016-2020** Outcome 8: Social Institutions Strengthened Empowering Communities to lead inclusive development for all
SIDS – Accelerated Modality Of Actions (SAMOA) Pathway 27(h) – Promoting and enhancing gender equality and women's equal participation including in policies and programs in the public and private sectors in small island developing states	**Pacific Leaders Declaration on Gender Equality 2012** Promoting women's participation in all levels of decision-making Promoting gender responsive legislation, policies and programs	***Community Sector Plan 2016-2021*** ***Outcome 1 : Improved inclusive governance at all levels and community development*** 1.1.Improved governance and inclusiveness at national level 1.2.Improved community development and governance
UN Convention on the Elimination of Discrimination Against Women and Girls UN Convention on the Rights of Persons with Disabilities UN Convention on the Rights of the Child Beijing Declaration and Platform for Action Beijing+25	***Biketawa Declaration*** - commits Forum members to fundamental values of human rights and good governance, inter alia, a *"belief in the liberty of the individual under the law, equal rights for all citizens regardless of gender, race, colour, creed or political belief"* and *"upholding democratic processes and institutions which reflect national and local circumstances.."* ***Pacific Platform for Action for Gender Equality and Women's Human Rights 2018-2030***	***National Gender Equality Policy 2016-2020*** *Priority Outcome 4 : Increased participation of women in public leadership and decision-making* ***National Disability Policy 2011-2016*** *Objective 1.a. Empower people with disabilities to promote and advocate for their human rights*
	Pacific Platform for the Rights of Persons with Disabilities 2016 -Mainstreaming : Ensure the rights of PWDs are included in the development strategies, national and local policies and community services -Leadership & Enabling Environment : develop leadership and an enabling environment for rights-based disability inclusive development ***Pacific Youth Development Framework 2014-2023*** Governance structures empower young people to increase their influence in decision-making processes	

❇ Policy Linkages

❇

✖ Introduction

Inclusive governance is fundamental to long-term sustainable development. Governance refers to an authority's ability to make and enforce rules and to deliver services irrespective of the kind of regime that is in place It concerns the ability of members to perform towards objectives and ambitions that derive from the dynamic interaction and power struggles among actors of state and society irrespective of what those objectives might be.[2]

Governance is inclusive when it effectively serves and engages all people, takes into account gender and other facets of personal identity and when institutions, policies, processes and services are accessible, accountable and responsive to all members of society. Inclusion as a process, and the difference it makes to development outcomes, are an integral part of ongoing dialogue on governance and development.

Process-based inclusion refers to how decisions are made – who is included in decision-making processes and how and why, whose voices count, and how these dynamics and interactions shape both the nature and quality of decisions taken and how they are implemented. The extent to which governance is more or less inclusive relates to the extent to and ways in which people and groups that have been traditionally left out or marginalized (including women; young people; racial, ethnic and religious groups; disabled people, transient and migrant populations, etc.) are able not only to participate but also to exert greater influence in political processes and to hold government authorities to account.[3]

Outcome-based inclusion refers to questions of distributional equity. These include, for example, the way in which key developmental outcomes such as growth, infrastructure, health, education, water and sanitation, social welfare, justice, or security are distributed or shared. Outcome-based inclusion speaks to who benefits from prosperity, why and to what effect.[4]
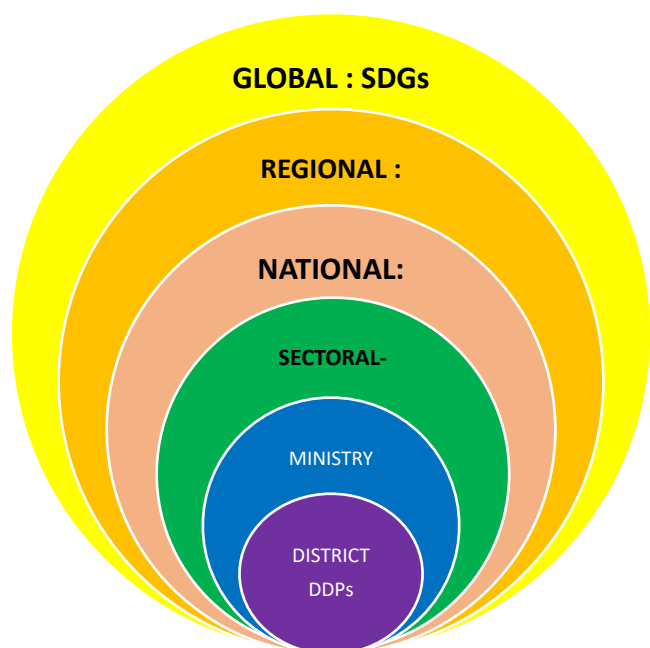

Figure 1 : Global to Local Alignment

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[2] **OECD, 2020, _What does inclusive governance mean? Clarifying Theory and Practice_- OECD Development Papers**

[3] Ibid

[4] **OECD, 2020**

The Sustainable Development Goals 2030 has at its core the need for development and outcomes which benefit all equally and equitable processes to support the inclusion of all in decision-making processes and leadership roles. Samoa in signing up to the SDG agenda have committed to the pursuit of inclusive governance as a building block towards improved outcomes for all its citizens, with particular emphasis on the traditionally marginalized groups. Samoa through its national strategy for development (SDS 2016-2020) and the Community Sector Development Plan 2016-2021 highlighted the need for improve inclusive governance at all levels. Inclusive development is the goal of the SDG and Samoa through the SDS notes that it cannot be achieved without inclusive goverance and decision-making. While this Policy is now being formalised, work on including everyone's voices and participation in decision-making processes have been ongoing over the years.

Samoa through its National Vulnerable Populations Policy 2017 identified that there are groups and communities who have not been able to access the same opportunities and achieve desired social, economic, environment, political outcomes due to barriers they face. Traditionally, these sectors of society have also had limited participation and representation in decision-making including women, people with disabilities, youth, low income households, youth, children and persons with diverse , gender identify and expression. Furthermore, the heightened vulnerability for people who face multiple intersecting barriers and forms of discrimination, including women with disabilities, youth from low income households and the rural areas, women of diverse and gender identity is noted. The importance of context was emphasized and the need to undertake robust assessments to identify the challenges faced by the traditionally marginalized populations, the degree of vulnerability and required support.

In this policy, the term 'vulnerable population' is interchangeably used with 'marginalised population. A review of the vulnerable population policy may provide more specific guidance on the approach Samoa is adopting in defining, engaging and supporting these groups to ensure that 'no one is left behind' and we 'help first those who need it most'.

The Draft National Policy on Vulnerable Populations 2018 identified, inter alia, the inherent vulnerability of women, youth, persons with disabilities, persons of diverse   and gender identity, children, low income and rural households across the different sectors.

Key Points on IG

✓ *IG has intrinsic values – enables voice and influence over processes affecting them and fosters shared identity*

✓ *IG can help foster inclusive outcomes but the process is not linear nor automatic.* Highly contingent and requires strategic agency, vision, leadership and capacity

✓ *Tackling exlusion is about altering power structures & redefining state-society relations.* Process will be messy and contested, no easy trade-offs

✓ *Enabling factors can be harnessed to promote prosperity and shared well-being through inclusive governance but no blueprints exist –* state capacity, narratives around identities and belonging, critical junctures, political parties, strategic coalitions, social mobilizations
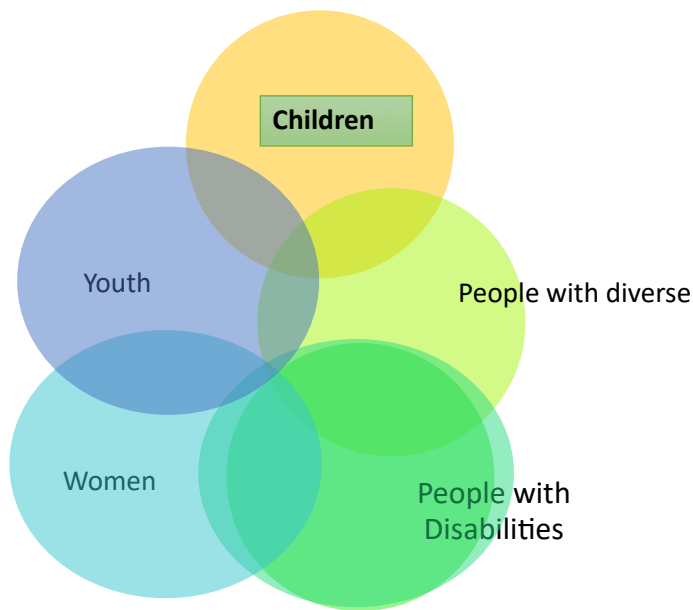
✓ *Contextualisation is key*

Figure 2 : Traditionally Marginalized Groups (National Vulnerable Populations Policy 2012)

Fostering governance that is inclusive is essential to advancing democratic principles including peaceful pluralism and respect for diversity, human rights and equality before the law.

Purpose

This National Inclusive Governance Policy sets out the commitments of government and its partners to decision-making, leadership and development that includes the voices of all its citizens, reflects the diversity of Samoan society, engages, benefits and serves all Samoans. It seeks to provide guidance and coherent coordination for the work to be undertaken towards a more participative, equal, just and inclusive Samoa.

Guiding Principles

Human Rights – everyone, regardless of sex, descent, age, language, religion, political or other opinion, social origin, place of birth, family status or and gender identity, is entitled to all basic rights and freedoms including participation in decisions affecting them. A human rights approach seeks to empower people to know and claim their rights and increasing the ability and accountability of individuals and institutions who are responsible for respecting, promoting and fulfilling rights.

Human rights principles include 'universality and inalienability' ,'indivisibility', interdependence and interrelatedness, non-discrimination and equality, participation and inclusion, accountability and the rule of law.

Non-discrimination – everyone is equal before the law, entitled to equal protection under the law and to be free from discrimination based on sex, age, descent, language, religion, political or other opinion, social origin, place of birth, or family status.

Recognize the uniqueness of the different groups (women, persons with disabilities, youth, children) and non-homogeneity nature of groups, diversity within the different groups

Fa'aSamoa – principles and values of:

- alofa (love)
- fa'aaloalo (respect and dignity)

- fai-nuu/fai-aiga lelei (good village/family governance and leadership)
- tautua (service and responsibility)
- va fealoa'i or va tapuia (sacred relationships between people)
- soalaupule (sharing the burden of decision-making through dialogue)
- tofa tatala/ fetala'i (wisdom to change that which needs changing, embracing change)
- faimeatonu ma le fa'aituau (honest and impartial–doing the right thing and treating all equally)
- fa'asinomaga (identity–where you belong)
- finagalo autasi (consensus)

Christian values – the Constitution of Samoa provides that it is a christian country.

Conceptual Approach

Different approaches have been developed and adopted over the years in the promotion, advocacy and realization of the rights of traditionally marginalized populations. Rights mainstreaming is the common approach not only in Samoa but also the wider region. The mainstreaming approach entails the consideration and inclusion of the needs and interests of women, PWDs, children and other vulnerable groups perspectives in all government policy-making, programming and budgeting to ensure that a clear picture exists of the differing needs, experiences and perspectives of women and men, people of different ages, abilities and . It also involves properly and equally addressing those differences, and supporting members of vulnerable groups in particular areas where they have traditionally been marginalized.

A more recent development is the transformative approach such as was adopted by the National Gender Equality and Advancement of Women Policy 2016-2021. It recognizes that while it is important to identify and address the needs or support the contributions of marginalized groups and address the symptoms of inequality, it is equally important to tackle the underlying systems of unequal power structures, societal relations, beliefs and attitudes to bring about lasting changes.

Policy Statements

POLICY GOAL – To improve inclusion and diversity in governance through increasing the participation, representation, voice and rights of women, people with disabilities, youth, people with diverse SOGIE and all others in all levels of governance, decision-making and leadership

Through the 2012 Pacific Leaders Declaration on Gender Equality, Samoa together with all regional heads of government emphasized the need to implement specific national policy actions to increase women's participation in all levels of leadership and decision-making. The Leaders committed to these specific actions:

- To adopt measures including temporary special measures (such as legislation to establish reserved seats for women and political party reforms);
- To accelerate women's full and equal participation in governance reforms and women's leadership at all level of decision-making ; and
- **To advocate for increased participation in governance reforms and women's leadership at all levels of decision-making ; and**
- **To advocate for increased participation of women in private sector and local-level governance boards and committee (such as school boards and produce market committees).[5]**

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[5] **Pacific Forum Leaders, 2012,** _Pacific Leaders Gender Equality Declaration_**, Rarotonga, accessed on** www.forumsec.org

Commitments to increase the engagement and influence of youth, PWDs and other vulnerable groups in decision-making are also in place. For people with disabilities, the principle 'nothing about us, without us' is central to disability inclusive development and requires that they lead the identification of policy goals and priorities towards disability inclusive governance.

Similarly, careful attention needs to be paid to how persons of diverse and gender identity, youth and children may be best engaged to gauge their aspirations for inclusion. While there has been progress, the continuing low representation and participation of women and other traditionally marginalized groups in decision-making and leadership underscores the need for work to continue and be accelerated.

The policy statements outline the commitments already made by Samoa and the directions for on-going work to realize greater diversity and inclusion in leadership and decision-making.

1. **The increased participation and representation of women, persons with disabilities, youth, persons of diverse and gender identity and expressions and other vulnerable groups will be pursued and advocated at all levels of governance**

    Improving the balance of voices in decision-making will be pursued in all sectors including the three branches of government (parliament, executive and judiciary), village and district level government, private sector, civil society and church.

2. **The specific goals and priorities to be pursued will be guided by the aspirations of the relevant groups, government policy commitments and obligations under human rights conventions and available evidence including data**.

    In recognizing the uniqueness of all the groups and the diversity within each group, the inclusive governance policy also seeks to be inclusive in its approach. The specific commitments in pursuit of gender balanced decision-making and leadership are well-documented. In relation to persons with disabilities, youth, persons of diverse , gender identity and expressions, children etc, the specific aspirations of each group, yet to be articulated, should guide the goals and work to be undertaken.

    Contextualization is key, thus it is important that efforts to increase inclusion begins with careful analysis of barriers for different groups and careful planning. Selection of approaches best suited to the realization of the rights of the different groups will also be critical. Poorly designed and insufficient interventions can lead to 'token' involvement of vulnerable populations and neglect of their self-determination and equality if not carried out well.

3. **A parallel twin-track approach of mainstreaming, group inclusive development alongside group-specific support will be adopted.**

    Given the complex, multi-layered nature of the challenges to increasing inclusivity, a dual track approach will be adopted. This includes mainstreaming the rights of vulnerable groups across all sectors as well as specific support to women, persons with disabilities, youth and others to address the specific barriers they face, levelling the playing field and achieving equality.

4. **Special focus will be placed on marginalized populations who face multiple and intersecting barriers and forms of discrimination**

    Within the vulnerable groups, not all have the same experiences, with some facing multiple and intersecting forms of discrimination and barriers. For example women and girls with disabilities from the rural areas or low income households would be particularly vulnerable and their needs require priority attention.

✳ Policy Outcome Areas

While Samoa has made some progress in advancing equality and inclusion, it remains ranked 165 out of 190 countries in relation to women in Parliament[6,] only 1 out of 14 Cabinet members is female and only 5% of women matai are actively involved in village governance and decision-making. While girls outperform boys both in participation in education and academic achievements, more men are formally employed than women. Furthermore while women slightly outnumber men at the ACEO levels in the public sector, those heading government agencies are still pre-dominantly male as well as the membership and chairs of the Boards for State owned enterprises.[7] Men still also outnumber women in leadership roles in other sectors, church, business sector and NGOs. Data on persons with disabilities, youth and other vulnerable groups remains uncaptured. Furthermore, data on gender and other vulnerable groups and analysis are yet to be systematically incorporated into the development, implementation and monitoring of policies and programs for the 14 sectors of government.

The work prioritized in this policy will focus on addressing the above challenges.

1. **Improving diversity in all levels of governance, decision-making and leadership through increasing the participation and representation of women, PWD, youth, persons of diverse and all other vulnerable groups.**

The different areas of engagement include the three branches of government (Parliament, Judiciary and the Executive), the public sector, private sector, churches/faith-based institutions and village governance. While the work streams set out below will broadly apply across all sectors and form preliminary recommendations for actions, the specific contexts' identified barriers and underlying structures of power and authority will ultimately determine both the 'what' and 'how' of interventions to be pursued. In general however, work pursued may be clustered around the following areas:

(i) **Growing knowledge and evidence-base**

(ii) **Strengthening constitutional, legislative and policy frameworks**

(iii) **Supporting women, PWDs, youth, persons of diverse , gender identity and expressions agency and coalitions of like-minded organizations**

(iv) **Strengthening institutional capacity for inclusive governance**

(v) **Increasing broader support for inclusion, equality and good governance.**

The identified strategic actions are drawn from recommendations of the numerous reports from global partners and processes, national reports and consultations and validation of this policy with stakeholders including community representatives.

1.1. Increasing knowledge and evidence-base

In the 58 years since Samoa's independence, there has been some progress in gender equality and the advancement of women. However, despite making up nearly 50% of Samoa's population and outperforming boys in academic achievements, women still only comprise 10% of the Parliament and at 15% (2016) and 12% (2021) respectively, does not do much better with regards to female election candidates.

The barriers to women's ascension to Parliament have been well documented including;

- An electoral system that disadvantages women given the existing low numbers of women matai and women matai actively participating in village governance ;

- traditional village structures and policies disadvantageous to women including 17 villages who forbid title bestowals on women

- perceptions about women's roles[8]

- financial constraints ;

- confusion over electoral rules e.g. in relation to bribing and treating, versus actual practices;

- Gaps in civic education/awareness

- Lack of broader support for inclusivity[9]

What is less clear and not as well researched is '**how**' these barriers might be removed. Thus a priority focus is growing the knowledge base to inform future work towards better outcomes. An iterative approach with learnings from initial actions informing ongoing work will best support evidence-based interventions.

Even less information exists on the experiences and barriers for other vulnerable populations including persons with disabilities, youth, people of diverse . Those facing intersecting and multiple barriers and forms of discrimination, for example women with disabilities are even more invisible in the data.

Strategic actions to be pursued may include:

(i) Review and identify measures to increase participation of women and all other vulnerable groups identified earlier in all areas of political leadership, from national to district and village level. Particular attention is to be paid to those facing multiple and intersecting forms of discrimination and barriers. Consistent with a gender transformative approach, measures to advance diversity and women's and other underrepresented political participation must:

   o include identifying and addressing underlying belief systems about the roles and responsibilities of men, women and people of diverse gender identity and gender expression; and

   o acknowledge that gender intersects with other forms of social difference including age, marital status and rank to marginalize some people more than others. For example, a gender transformative approach might prioritise discussion of the status and roles of *nofotane*, and their ability to participate in decisions concerning their husband's village, as well as their own village.[10]

(ii) Conducting a comparative review of Samoa's 'first-past-the-post' elections regime and other types of electoral systems (e. g.MMPs etc) identifying relative strengths, challenges and 'best fit' to deliver diversified, balanced representation of citizens in Parliament with recommendations to inform ongoing electoral reforms;

(iii) Commission research on:

   o how barriers facing women (some examples listed above) may be best addressed;

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[8] **Meleisea.M, Meredith M, Chan Mow M.I, Schoeffel P,Lauano S.A, Sasa, H.,Boodoosingh, R.,and Sahib, M., 2015,** *Political Representation and Women's Empowerment in Samoa Volume 1 : Findings and Recommendations,* **National University of Samoa**

[9] **UNDP, 2016,** *IPPS Final Evaluation Termination Report*

[10] **ADB, 2020,** *Samoa Country Gender Profile*

- ○ aspirations, challenges for persons with disabilities relating to inclusive governance and possible interventions

- ○ aspirations, challenges facing youth in this area and possible solutions

- ○ aspirations, challenges facing persons of diverse , gender identity and expression and possible solutions

- ○ Special attention in the research to be paid to people facing multiple and intersecting forms of discrimination and barriers

(iv) Undertake reviews including assessments of impacts (if any) of previous activities and approaches to raise awareness, educate, sensitize communities on equality and inclusion and leverage findings to inform future interventions

(v) Undertake assessments of impacts(if any) of previous activities and approaches to develop leadership capacity and agency of women and other vulnerable groups

(vi) Undertake review of existing temporary special measure for women in Parliament to assess effectiveness.

1.2.   Strengthening constitutional, legislative and policy frameworks

Comprehensive legislative compliance reviews have been completed to gauge the extent to which national laws are aligned to the CEDAW and CRPD. Successive national policies on gender equality, youth and persons with disabilities have also highlighted key areas to be progressed towards full realization of the rights of the relevant groups. The program for legislative and policy reforms have been ongoing, however, there continues to be many more gaps which require the attention of policy and lawmakers. Some of these policy areas are quite complex especially where it gives rise to perceived conflicts between belief systems claimed to be based on 'culture' or 'biblical interpretations' and human rights.

Through the SDGs, the Government and its partners have committed to a 50/50 world by 2030. Samoa as a people of pioneering spirit with its recent history of political and societal stability is well-placed to lead the way for the Pacific SIDs on governance that includes and values everyone equally.

Strategic actions to be pursued may include:

(i) In line with the Constitution (Articles 15 and 100), amend the Village Fono Act to include provisions;

- ○ disallowing village councils to discriminate on the basis of sex with regard to the recognition of matai titles or the right of a matai to participate in the village council;

- ○ requiring village councils to formally consult with the Nu'u o Tama'ita'i and Faletua ma Tausi on the formulation and provisions of village council policy (faiga fa'avae) and on the establishment of procedures to be followed in making village council decisions (i'ugafono);

- ○ that village council policy (faiga fa'avae) and procedures be followed in making village council decisions (i'ugafono), and

- ○ that the president of the village women's committee and/or the village women's representative may directly represent issues and concerns of the village women's committee to the village council at its meetings, rather than indirectly[11]

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[11] **Meleisea et al, ibid, 2015**

(ii) Proposing government policies for minimum representation for better balance in governance in the following areas as temporary special measures to ensure progress on 2030 agenda

- 30% to be women for all Board Directors of all SOEs by 2023 and 50% by 2026

- 30% to be women for all Chairpersons for of all SOEs by 2023 and 50% by 2026

- Members of Ministers Advisory Committees to have 30% of membership being women, as well as youth, people with disabilities and persons of diverse SOGIE representation.

- Minimum representation as Cabinet Ministers, Head of Diplomatic missions, Judiciary including Land and Titles Court

- Gender balance on District and Village Schools Committees, Development Committees, Water Committees, Family and Safety Committees etc.

Particular emphasis to be on enhancing opportunities for women experiencing intersecting inequalities due to socio-economic status, education, and/or disability.

(v) Review and identify measures to increase participation of women in other public leadership roles including the Judiciary (Land and Titles Courts judges and assessors), Chairs and Directors of state-owned enterprises, CEOs of government agencies

(vi) That the Churches of Samoa through the Council of Churches and within the established processes of each church consider ways and means to ;

- Formally remove leadership barriers based on sex;

- Give women more voice in the governance and leadership of the church at village level

- Increase church leadership towards ending family violence[12]

(vii) Review legislation and policies governing Internal Affairs, Village Fono, Ministry of Womens Affairs Act to identify and remove barriers to women's participation in village and other levels of governance

(viii) Develop and introduce a local government policy (starting with non-traditional villages) including establishment of gender-balanced and diversely representative governance Councils;

(ix) Establish policies/legislation that requires reasonable accommodation in facilities, work environments to enable full and effective participation of PWDs in decision-making

1.3. Support and strengthen women, PWD, youth, people with diverse gender identity and expression's leadership abilities, agency and coalitions of organizations for change

Since 2018 and as envisaged under the Community Sector Plan 2016-2020, supporting initiatives to strengthen leadership capacity in villages is a priority given the goal for communities to lead inclusive development with support from government and partners. Under the Samoa-UN Women in Leadership Samoa (WILS) program, supported by the Government of Australia, more than 200 village-based women, youth and men have completed the Village Leadership Development program and are leading community programs in their respective locales. Skills building programs for women competing in the 2021 elections have also been undertaken and mentoring programs for emerging women leaders in the public service are planned.

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12 Meleisea, et al, ibid, 2015

Subject to an evaluation of the effectiveness of earlier programs, these initiatives may be considered for continuation including;

(i) Support leadership capacity development activities for women, youth, PWDs, persons of diverse gender identity. Ensure that there learning institutions put in place reasonable accommodation to enable PWDs to fully participate

(ii) Consider co-design of mentoring programs and experiential leadership and management development programs for women. PWDs, youth and people of diverse gender identity. These could be multi-generational, for example linking girls and young women with mid-career women leaders, and senior or retired leaders. [13]

(iii) Supporting the establishment of coalitions and partnerships of 'like-minded' organizations working to progress inclusive governance and development

(iv) Exploring and establishing a policy framework for government – civil society (Community-based organizations, faith-based organizations, non-government organizations) interface including funding modalities both core funding and program funding for service delivery and implementation.

1.4. Strengthening institutional capacity for inclusive governance

The Gender Mainstreaming Stock-take assessment in 2014 found that while Samoa was the first Pacific island country to ratify CEDAW and adopt a TSM, there was still a considerable amount of rhetoric that has yet to be demonstrated as true commitment through investment in gender mainstreaming systems and skills.14 The MWCSD receives only about 3% of the national budget, with the bulk of the funding being the salaries of core staff and the network of village representatives, male and female. Development initiatives are mostly funded through specifically earmarked program funding from development partners. While an expectation exists for non-government partners to provide needed services in a range of areas, an ongoing challenge is the lack of government funding for these organizations to deliver services. The challenges relating to funding and resources impacts the availability, consistency and quality of services.

Other challenges identified included, limited understanding of gender mainstreaming across government including within MWCSD, lack of technical capacity for gender analysis, gender responsive planning and budgeting, program management, monitoring and implementation.

Actions which may be pursued include:

(i) Develop capacity of staff of MWCSD, NHRI and all sectors and other institutions on rights mainstreaming and transformative approaches, human rights frameworks

(ii) All sectors to start collecting gender, ability and age disaggregated data as a standard practice for all sector Plans, programs, activities and policy monitoring and evaluation processes aligned to Samoas SDGs Taskforce's Work.

(iii) All sectors to incorporate analysis of gender, ability and age disaggregated data as standard practice for all design, development, monitoring and evaluation work and increase understanding that mere mention of women, persons with disabilities, youth in documents does not constitute 'mainstreaming'.

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[13] **ADB and Government of Samoa,** *Samoa Country Gender Profile*

14 **SPC, 2015,** *Samoa Gender Mainstreaming Stocktake*

(iv)   Development of good practice tools that Sectors can use and adopt for mainstreaming gender, youth, persons of diverse abilities and rights, interests and voices into ongoing sector developments.[15]

(v)   MWCSD to work with PSC/MPE/MOF to develop accountability mechanisms through the performance management system for inclusive governance and mainstreaming rights of vulnerable groups[16]

(vi)   MWCSD to integrate specific GESI mainstreaming capacity building criteria into its workforce plan and develops a system for in-house coaching and mentoring of staff in all divisions.[17]

(vii)   MWCSD to work with MOF to support new programs and funding streams for inclusive governance programs and raise awareness on same[18]

(viii)   Convene panel of qualified Samoan GESI expertise to support MWCSD and sectors in its rights mainstreaming and transformative work[19]

1.5.   Grow wider support for inclusion, good governance and equality awareness across all sectors

Despite numerous efforts over the years to promote equality and the importance of valuing every-one's voice and contribution regardless of sex, age, abilities, strong beliefs still exist regarding the perceived roles of men and women, people of differing abilities, and youth. For example, a 2019 report found that 35.1% of women and 26% of men, believed that a man was justified in beating his wife for at least one of the given reasons[20] and in the initial consultations for this Policy, the Secretary of the NCC emphatically stated that the (particular) Church's policy disallowing women from being preachers "will never be changed until the end of time".

Developing the rationale to clarify how equality and inclusive governance can improves the quality of life for everyone, protects community stability, and increases the life chances of children has to be done in a way that will build alliances with cultural and religious leaders and support them to be inclusive governance advocates.

(i)   **Consider increased investment in the development and delivery of training on inclusive governance for the public sector.** This should include increased awareness and understanding of vulnerable populations, Human Rights, equality, disaggregated data, analysis, and transformative approaches for the design of policies and programs. [21]

(ii)   Consider measures to support NGOs, including village/community-based organizations and faith-based organizations, to promote discussion of gender roles and responsibilities, shared responsibilities and the importance of including all people and perspectives

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[15] **SPC, 2015,** _Samoa Gender Mainstreaming Stocktake Report_

[16] **Ibid**

[17] **Ibid**

[18] **Ibid**

[19] **ADB and GOS, Ibid**

[20] **Government of Samoa, 2019,** _Samoa DHS MICs 2019-2020,_ **Samoa Bureau of Statistics**

[21] **ADB and Government of Samoa, 2020,** _Samoa Country Gender Profile_

in decision-making as well as the development of measures to achieve increased inclusion.[22]

(iii)   Conduct education and awareness programs on the need for better balance in governance

(iv)   Intensify efforts to raise awareness among relevant government officials, parliamentarians, non-governmental organizations, employers and the general public on the nature of temporary special measures and their importance to accelerating the achievement of substantive equality between women and men in all areas in which women are under-represented or disadvantaged.

�ख Policy Implementation

Governance and Implementation Arrangements

> **Governance Oversight Body – Community Sector Steering Committee**

The oversight for monitoring progress of work under the National Inclusive Governance Policy vests in the Steering Committee for the Community Sector. The CSSC provides strategic guidance, policy management, and leadership for the work of the Inclusive Governance Subsector. The membership of the CSSC is endorsed by Cabinet on the recommendation of the Minister for Women, Community and Social Development.

> **Operational Leadership, Management and Coordination – MWCSD**

The MWCSD and specifically, the Inclusive Governance Division has operational leadership, management and coordination role for the NIGP, in support of the work of the CSSC.

The MWCSD is also responsible through their membership of all Steering Committees for the other 13 sectors, CSSP and programs administered by development?? Partners, that there is alignment between the NIGP work envisaged under this Policy and the work of all other sectors.

The Inclusive Governance Division provides secretariat and administrative support to the IGSC.

> **Inclusive Governance Subsector Committee (IGSC)**

As a sub-committee of the CSSC, the IGSC takes guidance on its role and responsibilities from the apex governance body. With support from the MWCSD- Inclusive Governance Division, the IGSC is responsible for coordinating the operational implementation of the NIGP, monitoring progress, identifying and addressing emerging challenges and where necessary elevate strategic issues to the CSSC. The membership of the IGSC will be determined by the MWCSD.

Monitoring and Evaluation

The Monitoring and Evaluation Framework needs to be closely aligned to the Action Plan for this Policy and will also be subject to the Government of Samoa, MWCSD and relevant development partners M&E policies and processes.

M&E processes may include:

- **Annual Plan and Budget**
- **Annual Reviews**
- **Mid-Term and Final Review**
- **Monthly meetings of Steering Committees of 14 Sectors**
- **Quarterly Progress Reports**

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[22] **ibid**

- **Quarterly meetings of Sector Coordinators Forum**

Monitoring at Outcomes Level - Targets and Indicators

For efficiency MWCSD may consider consolidating its M&E processes for Inclusive Governance with the rest of its community development work under the Community Sector Plan. For the targets and indicators at the Outcomes level, for example, participation and representation in leadership roles these can be tracked and reported on annually from the responsible agencies (e.g. PSC, MPE, MJCA (judiciary) etc). An annual audit can also be held to monitor the extent to which Sector Plans and Policies have incorporated gender, age, abilities and vulnerable groups disaggregated data and analyzed for evidence-based interventions.

Monitoring at Activity Level

The MWCSD is a member of the steering/governing committee of the majority of sectors. As per its mandate, MWCSD may use its presence in these monthly or quarterly forums to advocate for, provide advise on and monitor the implementation by different sectors of initiatives outlined in this Policy and others to include and realize the rights of vulnerable groups.

Alternatively, it may seek the endorsement of the Ministry of Finance to use the quarterly Sector Coordinators Forum to monitor progress on the activities mapped out in the Action Plan. It may develop an integrated monitoring tool under the new Community Sector Plan to help all other sectors in reporting the required data in realizing and progressing the rights of vulnerable groups.

Partnerships

Agencies	Role
MWCSD	Lead agency for Community Sector
Governance Division (MWCSD)	Secretariat to IG Subsector Committee
OAG	Legal Adviser to Government
SLRC	Responsible for Law Reform
PSC	Lead agency for Public Administration Sector
MPE	Oversight of State owned enterprises
MCIL	Lead agency for the TCM Sector
MCIT	Lead agency for Communications Sector
MESC	Lead agency for Education, Sports and Culture Sector
MFAT	Chair – SDGs Taskforce
MRC	Responsible for Revenue and Customs
MOF	Responsible for national planning, fiscal policy and budget
MJCA	Lead agency for Law and Justice Sector
MOH	Lead agency for Health Sector
MNRE	Lead agency for Environment Sector
MPMC	Policy adviser to Cabinet and PM
MWCSD	Lead agency for Community Sector

MWTI	Lead agency for Transport and Infrastructure Sector
NUS	Samoa's national university including a Centre for Samoan Studies
CBOs/NGOs/FBOs	
Women	Community/Village-based organisations, national non-government organisations, faith-based groups registered with the MWCSD representing, advocating and progressing women and girls rights and interests.
PWDs	Organizations representing, advocating and progressing rights of people with disabilities and registered with MWCSD
Youth	Organizations representing, advocating and progressing rights of young women and men and registered with MWCSD
SOGIE	Organizations representing, advocating and progressing rights of people with disabilities and registered with MWCSD
Private Sector	Organizations in the business sector outside of government registered with the MWCSD
Development Partners	As defined by the Ministry of Foreign Affairs and Trade
Other Organisations	As defined by MWCSD and Government of Samoa

✖ Implementation Plan

VISION : *Improved inclusion and diversity in governance through increased participation and representation of all people in all levels of governance, decision-making and leadership*

MISSION: To initiate and support all initiatives towards increased participation and representation of all people in all levels of governance, decision-making and leadership

Outcome Statements:

1. **Increased knowledge and evidence-base on inclusive governance**

2. **Strengthened constitutional, legislative and policy frameworks**

3. **Increased support for women, PWDs, youth, persons of diverse agency and coalitions of like-minded organizations**

4. **Enhanced institutional capacity for inclusive governance**

5. **Broader societal support for inclusion, equality and good governance**

High level Indicators:

- **% of women, PWDs, youth, people of diverse SOGIE in leadership and governance roles at all levels**

- **% of sectors plans with gender, age, abilities, SOGIE data, analysis and specific interventions to support realization of rights and address barriers**

Results	Activities	Responsible	Timeframe
Outcome 1 : Increased knowledge and evidence-base on inclusive governance			
1.Review and identify measures to increase participation and representation of women, PWD, youth and all marginalized groups in all areas of political leadership, from national to district and village level using transformative approaches.	(a) Develop TOR for review (b) Review undertaken (c)Findings inform new policies, programs	MWCSD Development partners	2021-2022
2.Comparative review of Samoas 'First Past the Post' electoral system and other electoral systems completed to identify 'best fit' for Samoan context to deliver better balanced representation for women and all other marginalized groups	(a) Develop TOR for Review (b) Conduct review (c) Findings inform ongoing electoral reforms	OEC MWCSD SLRC AG Development partners	2021-2022
3.Research completed on ; 2.(i)HOW barriers facing women ascension into Parliament, village councils and other leadership roles may be addressed 3.(ii)aspirations of PWDs for inclusive governance and related challenges 4.(iii)aspirations of youth (18-35) for inclusive governance and related challenges 5.(iv)aspirations for inclusive governance and challenges facing people of diverse SOGIE 6.(v)Regulations for electoral campaign financing including donations to political parties	(a) Develop TORs for research (b) Research undertaken (c) Findings inform new interventions, programs etc	MWCSD OCLA OEC DPs NOLA/DPOs Youth NGOs SFA/RoS Social Research groups	2021-2022

4.Impact assessments of previous activities and approaches towards increasing women and other marginalized groups participation and representation in leadership and decision-making be undertaken including assessing impact of ; (i)community conversations (ii)awareness programs (iii)leadership development activities (iv)district development committees and plans	(a) Develop TORs for impact assessments (b)Undertake assessments (c) Reports inform new policies, investments, programs	MWCSD DPs NGOs Academia/ R e s e a r c h Groups	2021-2022
5.Study of impact (if any) of increased number of women in public service leadership, Parliament on Inclusive Development completed	(a) Develop TOR for study (b) Undertake study (c) Report informs new policies, programs	PSC /MPE MWCSD NGOs R e s e a r c h groups DPs	2021-2023
Develop a program of national forums /conference/ dialogue on Inclusive Governance and Development, Human Rights/ Equality issues	a) Develop concept notes for Forums b) Identify partners c) Plan, prepare, implement d) Review, evaluate e) Continue	NGOs MWCSD Other Sectors	2021-2022
Support sectors to assess and change their services and programs to ensure accessibility for all (PWDs, women, children, youth, rural, low income households, people of SOGIE, elderly)	a)Develop TOR for work b)Source expertise if not available in-house c) Implement assessment of sector services and programs d) Submit Report to sector governance for endorsement and implementation for service improvement	All Sectors MWCSD PSC/MPE DPs NGOs	2021-2030
Outcome 2 : Strengthened constitutional, legislative and policy frameworks			

2.1. In line with Constitution, amend Village Fono Act to (i) disallow discriminating practices on the basis of sex towards women getting matai titles or taking part in village councils (ii) require village councils to consult everyone (Women, PWD, youth and all marginalized populations) on formulation of village policies (faigafaavae/ bylaws) and establishment of procedures for village councils decisions (iii) enable STN /President of Komiti and representatives from aumaga/aualuma to present issues/concerns of other entities to VC directly	a)Develop policy briefs for consultations b)Conduct comprehensive consultations c)Develop drafting instructions d)Draft amendments /new Act e)Legislative passage process	MWCSD SLRC AG DPs SNs/STNs	2021-2030
2.3. Review laws and policies on Internal Affairs, local government, Village Fono, Ministry of Women Affairs to identify and remove barriers to women, PWDs and all marginalized groups participation and representation in village, national and other levels of governance	a) Develop policy briefs/issues paper b) Conduct consultations c) Write drafting instructions d) Draft policies and law amendments e)Policies and law approval processes	MWCSD SLRC AG DPs NOLA SFA/RoS	2021-2030
2.4. Develop and pass laws for a Local Government Policy (inclusive of non-traditional and traditional villages) including establishment of gender-balanced and diversely representative governance Councils.	a) Develop policy brief/issues paper b)Conduct consultations c)Develop drafting instructions d) Draft policies and law amendments e) Policies and law approval processes	MWCSD SLRC AG	2021-2030

2.5. Policies for minimum representation of women and other marginalized groups for inclusive governance as TSM in following areas developed ; -Board Directors and Chairpersons for SOEs to be 30% by 2023 and 50% by 2026 - Cabinet Ministers, Heads of Diplomatic Missions, Judiciary including Land and Titles Court - Ministers Advisory Committees -Gender balance on District and Village Committees for Development, Schools, Water, Family Safety etc Special focus on women experiencing intersecting inequities.	a)Develop TOR b)Develop policy brief c) Do consultations d) Develop policies e) Policy approval process f) Implementation	MWCD MPE MPMC MJCA MNRE MESC MOH MFAT MAF MWTI SWA MCIT MCIL MOF MFR W o m e n s NGOs	2021-2030
2.6.Churches of Samoa through the NCC and within established processes of each church consider ways and means to -formally remove leadership barriers based on sex -give women more voice in governance and leadership of church	a) Consultations with NCC and identify champions for change b) Wider consultations c) Develop plan for advocacy and future actions for change d) Seek support for plan and implement e) Monitor and evaluate periodically	NCC W o m e n s NGOs	2021-2030
2.7 In consultation with NOLA, establish policies to support 'reasonable accommodation' to enable effective participation of PWDs in decision-making	a) Convene consultations with NOLA and all organizations of PWDs b) Develop policies c) Endorse policies and implement d) Monitor, evaluate and review as needed	MWCSD Sectors NOLA	2021-2030*
Outcome 3 : Leadership abilities and agency of Women, PWD, youth, people with diverse SOGIE is strengthened and coalitions of organizations for change supported and mobilized			

3.1. Experiential Leadership and management programs including Mentorship for women, youth, PWDs, persons of diverse SOGIE, men supported in communities, public and private sector	a) Co-Design Leadership programs with participants b) Identify partners and develop program (formal external provider or in-house) c) Identify participants and implement	MWCSD NOLA SNYC SFA Partners PSC MPE MJCA All sectors	2021-2030
3.2. Support establishment of coalitions of like-minded organizations working to progress inclusive governance and development including advocacy groups for more women and diversity in Parliament	a)Convene forum for NGOs/ Partners and identify potential collaborations b) Facilitate coalition forming c) Support for coalitions to progress cohesive actions for change	MWSCD CSOs DPs	2021-2030
3.3. Explore and establish policy framework for government & civil society (CBOs, FBOs, NGOs) interface including regulatory/ quality assurance framework, funding modality (core funding and program), service delivery standards and accountability.	a) Develop concept note b)Undertake consultations with government stakeholders and CBOs, NGOs, FBOs, private sector c)Finalize and implement	MWCSD MOF – CSSP MPMC Civil Society PSC MPE SQA	2021-2030
3.4. Undertake awareness programs to encourage women and all other matais to attend village council meetings	a) Develop awareness program b) Identify and mobilise partners and resources for program c) Implement program d) Monitor and evaluate	MWCSD NGOs DPs	2021-2030
3.5. Establish interagency forum or leverage existing one (e.g. Human Resource Coordinators (HRC) Forum) to monitor progress on leadership development programs	a) Develop concept note b)Consultations with PSC/HRC Forum Host c)Compile list and profile of leadership development programs d)Monitor progress through regular reports to HRC Forum and note for Community Sector M&E	PSC MWCSD HRCs DPs NGOs	2021-2030

3.5. New evidence-based initiatives born from research work under Outcome 1	a) Develop new programs based on findings and evidence from research and reviews b) Identify resources and partners for implementation c) Implement new programs d) Monitor and review regularly	MWCSD All Sectors DPs NGOs	2024-2025
Outcome 4 : Strengthened Institutional capacity for inclusive governance			
4.1. MWCSD and development partners to provide technical assistance to work with other sectors to analyze their mandates from an inclusive governance and GESI perspective	a) Develop Inclusive Governance mainstreaming and transformation framework and guide for Sectors b) Conduct trainings for Sectors and Ministries on the Inclusive Governance mainstreaming and transformation framework c) Support Sectors and Ministries	MWCSD SBS All 14 Sectors NGOs DP	2021-2030
4.2. Sectors to collect gender, age, ability disaggregated data as standard practice for all programs, policies, monitoring and evaluation processes aligned to work of Samoa SDGs Taskforce	a) SBS to support all sectors in mapping data needs for all vulnerable populations based on SDG indicators b) Develop standard operating procedures for capturing, collecting and analysis disaggregated data including standard templates c) Implement data collection d)Monitor and review regularly	SBS All 14 Sectors Leading Ministries NGOs	2021-2030
4.3. Sectors to incorporate analysis of gender, abilities and age disaggregated data in all design and M&E processes	a)Establish and/or develop data capacity within sector coordination units b)Incorporate GESI data analysis as a standard process in sector M&E c) GESI analysis to inform programs to realize rights of vulnerable groups in participation and representation in decision-making, access to services	ALL 14 Sectors SBS NGOs	2021-2030

4.4. Conduct capacity building programs for all sectors on inclusive governance, Human Rights, Mainstreaming and Transformative approaches in rights of vulnerable groups	a) Assess and identify capacity gaps/training needs for all sectors on inclusive governance, human rights, mainstreaming and transformative approaches b) Develop effective training programs based on a) above c) Deliver training programs and other capacity building activities	All Sectors MWCSD NHRI NGOs DPs	2021-2030
4.5. Mapping of available and potential resources including funding and partnerships for implementation of Inclusive Governance Policy	a)Identify and map available and potential resources for IGP implementation and match with activities b)Identify activities with funding gaps and seek additional resources c) Identify and leverage partnerships for implementation where required	MWCSD MFAT MOF All Sectors NGOs	2021-2030
4.6. Develop good practice tools for Sectors to use and adopt to mainstream vulnerable groups needs and rights into ongoing sector work	a)Identify assistance required by Sectors including practical implementation tools b) Develop good practice tools in collaboration with representatives of relevant marginalized groups and sectors ensuring that tools are accessible and using technology where available and practical c)Share tools developed, provide training on their use and implement	MWCSD SBS DPs NGOs All Sectors	2021-2030

4.7. Develop accountability mechanisms for inclusive governance and mainstreaming rights of vulnerable groups through the performance management system	a) Government agencies (MWCSD, PSC, MPE, MOF) and private sector to work with NGOs representing vulnerable groups to develop accountability mechanisms for inclusive governance and GESI rights through the CEO/Government performance management system and other accountability mechanisms b) Implement changes c) Monitor and review periodically	MWCSD PSC MPE MOF NHRI NGOs (reps of vulnerable groups) Private sector	2021-2030
4.8. MWCSD integrates specific gender mainstreaming capacity building criteria into its workforce plan and develops a system for in-house coaching and mentoring of staff in all divisions.	a) Conduct GESI capacity assessment for all key Ministry staff and identify strengths and capacity gaps b) Develop training program for MWCSD staff based on a) and adult learning principles c) Deliver GESI training (skills and knowledge) for MWCSD staff	MWCSD PSC MOF Development partners	2021-2030
4.9. Convene panel of qualified Samoan GESI expertise to support MWCSD and sectors in its rights mainstreaming and transformative work.	a) Develop TORs for Panel and invite expressions of interest from qualified Samoan GESI experts b) Panel of experts to support the MWCSD as required in its rights mainstreaming and transformative work	MWCSD All Sectors NGOs DPs	2021-2030
4.10 Monitoring of progress on Inclusive Governance and GESI development to be part of quarterly Sector Coordinators Forum and independent reviews to be undertaken biennially.	a) Finalize M&E process as an integrated part of Community Sector Plan M&E b) Develop awareness on M&E including recommended Sector Coordinators Forum c) Implement monitoring activities and report on progress regularly	MWCSD MOF All sectors NGOs	2021-2030

4.11 Develop centralized system for data on all vulnerable groups	a) Map data needs, capacity and gaps and specifications for a centralized system b) Seek partners and resources for centralized vulnerable groups data repository c) Develop system and pilot d) Conduct trainings on system e) Implement and provide reports from system as required f) Monitor and review regularly	SBS MWCSD All Sectors DPs NGOs Private sector	2021-2030
Outcome 5 : Grow wider awareness and support for inclusion, good governance, equality and Human Rights across all Sectors			
1.Conduct awareness program and training for all other sectors on the National Inclusive Governance Policy using learnings from Outcome 1 reviews to inform new Communications Plan including traditional media and new technologies and mediums	a)Develop awareness program and trainings b)Identify and mobilize resources to support and implement programs c) Implement awareness programs including multi-media	MWCSD All Sectors NGOs DPs	2021
2.Increased investment in awareness programs and training on Inclusion, Good Governance, Human Rights, Equality, Gender Transformative approaches	a)Advocate for increased investment and budget allocation for programs on Inclusive Development and Governance, Human Rights, Equality and Equity, Transformative and Rights Mainstreaming work b)Implement programs c) Monitor, evaluate and report on results	MOF MWCSD NHRI All Sectors DPs NGOs	2021-2030
3.Increased measures to support civil society organizations (includes CBOs, FBOs) to promote discussions of Inclusion, Good governance, Human Rights, Equality, shared responsibilities etc	a)Undertake assessment of civil society (CBOs, FBOs, NGOs) and private sector appetite for and need to implement activities for inclusion, governance, human rights, equality etc b)Advocate for resources and support to civil society for human rights work c) Support implementation of measures identified	CSOs MWCSD CSSP	2021-2030

4.Conduct education and awareness programs and training on Inclusive Governance, GESI, Human Rights, transformative approaches, need for better balance, (what, why and how)	a)Develop public education and awareness programs on Inclusive Governance for all different audiences b) Mobilize resources and support for the programs including implementing partners c) Implement programs d)Monitor and review programs as required	MWCSD CSOs DPs	2021-2030
5.Intensify efforts to raise awareness among political leaders, political parties, government officials, NGOs, employers, public on need for TSMs and importance of accelerating progress	a)Use findings of 1.6 above to inform development of awareness raising activities on TSMs b)Develop awareness/advocacy/lobbying initiatives and identify implementing partners and resources c)Implement awareness, advocacy and lobbying activities targeting different leaders, influencers d) Monitor and review programs as required	MWCSD OLCA MPMC NGOs CoC MCIL DPs	2021-2030
6.Use learnings of evaluation of previous awareness programs under Outcome 1 to develop evidence-based new initiatives for Education and Awareness programs	a)Obtain report of Outcome 1 Evaluations and lessons from previous awareness programs b) Develop new awareness raising and education programs based on findings of evaluations c) Identify partners and resources for implementation of new programs d)Implement programs e) Monitor, evaluate and report on progress and results of programs regularly	MWCSD NGOs DPs All Sectors	2023-2030

✳ Appendices

1. Acknowledgements

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- Ministry of Commerce, Industry & Labour
- Ministry of Communication Information & Technology
- Ministry of Education Sports and Culture
- Ministry of Foreign Affairs & Trade
- Ministry of Health
- Ministry of Justice Court and Administration
- Ministry of Natural Resources & Environment
- Ministry of Police, Prisons and Correction Services
- Ministry of Prime Minister & Cabinet
- Ministry of Public Enterprise
- Ministry of Women Community and Social Development
- National Human Rights Institutions
- Office of Attorney General
- Office of the Regulator
- Public Service Commission
- Samoa Bureau Statistics
- Samoa Law Reform Commission
- Samoa Water Authority
- Deaf Association of Samoa
- Loto Taumafai School

- Nuanua o le Alofa
- Samoa Association of Sign Language Interpreters
- Samoa Blind Persons Association
- SENESE
- Adventist Disaster Relief Agency
- Faataua le Ola
- Goshen Trust
- National Council of Churches
- National Council of Women
- Salvation Army
- Samoa Faafafine Association
- Samoa Family Health Association
- Samoa Nurses Association
- Samoa Victim Support Group
- Samoa Workers Congress
- Teen Challenge
- Young Women Christian Association
- Samoa Business Hub
- Samoa Chamber of Commerce Industry Inc
- The National University of Samoa
- Village Representatives
- Australia Government – Department of Foreign Affairs and Trade
- UN Women
- United Nation Development Programme
- World Health Organization

Faafetai Tele lava

2. Acronyms

Acronym	Explanation	Acronym	Explanation
ADB	Asia Development Bank	MPMC	Ministry of Prime Minister & Cabinet
AG	Attorney General	MWTI	Ministry of Works, Transport & Infrastructure
APTC	Australia Pacific Technical College	MWCSD	Ministry of Women, Community & Social Development
CBOs	Community Based Organizations	NCC	National Council of Churches
CoC	Chamber of Commerce	NGOs	Non Government Organisations
CEDAW	Convention on the Elimination of Discrimination Against Women	NHRI	National Human Rights Institute
CRC	Convention on the Rights of the Child	NOLA	Nuanua o le Alofa
CRPD	Convention on the Rights of People with Disabilities	NUS	National University of Samoa
CS	Community Sector		
CSP	Community Sector Plan	OCLA	Office of the Clerk of the Legislative Assembly
CSSP	Civil Society Support Program	OEC	Office of the Electoral Commissioner
DP	Development Partners	OECD	Office of Economic Cooperation and Development
DPOs	Disability Persons Organizations	PSC	Public Service Commission
FBOs	Faith-based Organizations	PWD	People with disability
GESI	Gender Equity and Social Inclusion	SBS	Samoa Bureau of Statistics
IPPWS	Increasing Political Participation of Women in Samoa	ROS	Rogers of Samoa
LGBTIQ	Lesbian, gay, bi-sexual, transgender, intersex, queer/questioning	SDGs	Sustainable Development Goals
NGOs	Non-Government Organizations	SDS	Strategy for the Development of Samoa
MAF	Ministry of Agriculture and Fisheries	SFA	Samoa Faafafine Association
MCIL	Ministry of Commerce, Industry and Labour	SIDS	Small Island Developing States
MCIT	Ministry of Communication and Information Technology	SLRC	Samoa Law Reform Commission
MESC	Ministry of Education, Sports and Culture	SOGIE	, gender identity and expression
MFAT	Ministry of Foreign Affairs and Trade	SWA	Samoa Water Authority

MFRC	Ministry for Revenue and Customs	TOR	Terms of Reference
MOF	Ministry of Finance	TSM	Temporary Special Measures
MJCA	Ministry of Justice & Courts Administration	WaSH	Water, Sanitation and Hygiene
MNRE	Ministry of Natural Resources and Environment	WILS	Women in Leadership Samoa
MPE	Ministry of Public Enterprises		

3 Definitions

Term	Definition
Gender	A social and cultural construct which distinguishes differences in the attributes of men and women, girls and boys and accordingly refers to the roles and responsibilities of men and women. Gender-based roles and other attributes therefore change over time and vary with different cultural contexts. The concept of gender includes the expectations held about the characteristics, aptitudes and likely behaviours of both women and men (femininity and masculinity). This concept is useful in analyzing how commonly shared pratices legitimize discrepancies between sexes.
Gender Analysis	Refers to the systematic critical assessment of how differences in gender roles, activities, needs and opportunities and rights/entitlements affect men, women, girls and boys in certain situations or contexts. Gender analysis examines the relationship between females and males and their access to and control of resources and the constraints they face relative to each other. A gender analysis should be integrated into needs assessment and in all sector assessments or situational analyses to ensure that gender-based injustices and inequalities are not exacerbated by interventions and where possible, greater equality and justice in gender relations are promoted.
Gender Discrimination	Any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status on the basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field. Discrimination can stem from both law (de jure) and practice (de factor).
Gender-based constraints	Constraints that men or women face that are as a result of their gender.
Gender Equality	The concept that men and women, girls and boys have equal conditions, treatment and opportunities for realizing their full potential, human rights and dignity and for contributing to (and benefitting from) economic, social, cultural and political development. Gender equality is therefore the equal valuing by society of the similarities and differences of women and men and the roles they play. It is based on women and men being full partners in the home, community and society. Equality does not mean that women and men will become the same but that women and men's rights, responsibilities and opportunities will not depend on whether they are born male or female.

Gender Equity	The process of being fair to men and women, boys and girls and importantly the equality of outcomes and results. Gender equality may involve the use of temporary special measures to compensate for historical or systemic bias or discrimination. It refers to differential treatment that is fair and positively addresses a bias or disadvantage that is due to gender roles or norms or differences between the sexes. Equity ensures that women, men, boys and girls have an equal chance not only at the starting point, but also when reaching the finishing line. It is about the fair and just treatment of both sexes that take into account the different needs of men and women, cultural barriers and (past) discrimination of the specific group
Gender Equality and Social Inclusion	Is a concept that addresses improving access to livelihood assets and services for ALL, including women, poor and excluded. It supports more inclusive policies , mindsets and increases the voice and influence of all including of the women, poor and excluded.
Gender Mainstreaming	A strategy to accelerate progress on women and girls rights and equality in relation to men and boys. It is the chosen approach of the UN system and international community towards implementation of women and girls rights, as a subset of human rights to which the United Nations dedicates itself. Gender equality is the goal. Gender Mainstreaming is the process of assessing the implications for boys and girls, men and women of any planned actions, including legislation, policies and programmes. It is a strategy for making girl's and women's, as well as men's and boy's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes so that girls and boys, women and men benefit equally and inequality is not perpetuated.
Gender Transformation Approach	Programming and policies that transform gender relations and social norms to achieve gender equality
Human Rights approach	Is about empowering people to know and claim their rights and increasingly the ability and accountability of individuals and institutions who are responsible for respecting, protecting and fulfilling rights
Marginalized populations	Are groups and communities that experience discrimination and exclusion (social, political and economic) because of unequal power relationships across economic, political, social and cultural dimensions
Sex disaggregated data	Data that is cross-classified by sex, presenting information separately for men and women, boys and girls. When data is not disaggregated by sex, it is more difficult to identify real and potential inequalities. Sex-disaggregated data is necessary for effective gender analysis
Sustainable development	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
Strengths-based approach	Also referred to as assets-based approach. A social work practice theory that emphasizes peoples self-determination and focus on their strengths (including personal strengths, social and community networks) and not on their deficits.
Vulnerable Populations	Are groups and communities at a higher risk of being disadvantaged because of the barriers they face and experience to access social, economic, political and environmental resources as well as limitations due to illness or disability. In Samoa, these groups have been defined to include low income households, women, children, people with disabilities, rural households, elderly, LGBTIQ, youth.

4 References

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