



MINISTRY OF WOMEN, COMMUNITY  
AND SOCIAL DEVELOPMENT

# COMMUNITY SECTOR PLAN

## 2024/2025 - 2027/2028



*A peaceful, resilient  
and thriving  
community for  
everyone, now and  
into the future*

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AND SOCIAL DEVELOPMENT

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## 2024/2025 - 2027/2028

Apia, 2024



# Foreword



In Samoa, the robust interconnectedness of our community is symbolically reflected in the resilient *'ie Samoa'*, where each strand robustly reinforces the collective whole. This evocative metaphor highlights our united path towards sustainable development, driven forward by the Community Sector Plan for Samoa 2024/2025–2027/2028. Anchored in the achievements of prior initiatives, this plan not only ensures continuity but also amplifies our communal objectives. It is shaped from broad stakeholder consultations and thorough evaluations of past strategies, guaranteeing that it remains flexible and directly aligned with the **Pathway for the Development of Samoa 2021/2022 - 2025/2026 (PDS)**. This alignment ensures that our strategic direction over the next five years mirrors Samoa's foremost priorities, setting a solid foundation for future growth and resilience.

The plan sets forth a strategic direction and development agenda that capitalizes on local strengths to significantly enhance community outcomes. With a strong government commitment to collaboration, this plan fosters community empowerment and ensures that each initiative and policy aligns with the vision of a peaceful, resilient, and thriving Samoa.

## Strategic Goals

Key innovations of this plan include;

- **Fostering Good Governance:** Committing to more inclusive and transparent decision-making processes.
- **Empowering Vulnerable Groups:** Focusing on elevating the capabilities of women, children, youth, persons with disabilities, the elderly and other marginalized communities.
- **Improving Social Outcomes:** Targeting health, education, and social welfare to significantly uplift community well-being.
- **Strengthening Institutional Frameworks:** Improving coordination and effectiveness across all sectors for a cohesive response to challenges.

These initiatives not only build upon the effective strategies of the PDS but also introduce cutting-edge practices to address emerging challenges. As the plan unfolds, it will continually evolve, adapting to meet the changing needs of our community.

To our development partners and stakeholders: your unwavering support is essential. Your active involvement is crucial for the successful implementation of this plan and for ensuring that no Samoan is left behind.

Let us unite our strengths and visions to weave a future filled with prosperity for all. I urge each of you to actively engage in this pivotal endeavor. Together, we will reinforce the fabric of our community and chart a course toward enduring, sustainable development for generations to come.

A handwritten signature in blue ink, appearing to read 'Mulipola'.

*Honorable Mulipola Anarosa Ale Molio'o*  
Minister for Women, Community and Social Development





## Message from the CEO

As we embark on this new chapter with the Community Sector Plan for Samoa 2024/2025 – 2027/2028, it is with a profound sense of purpose that I present this comprehensive strategy aimed at fostering sustainable development and improving the quality of life for our communities.

This plan is driven by the vision of being for the people, by the people, with the people. The Ministry carries the heart of Samoa, le 'fatu' – the people. As we often say, "O le fatu o Samoa o lona nuu," meaning "The heart of Samoa is its people." Guided by the visionary leadership of Hon. Mulipola Anarosa Ale-Molio'o, and supported by the invaluable contributions of community members and partners, we have crafted a roadmap that addresses the unique needs of our communities and sets clear objectives for the future.

Built on the achievements of prior initiatives, this plan not only ensures continuity but also amplifies our communal objectives. It is shaped from broad stakeholder consultations and thorough evaluations of past strategies, guaranteeing that it remains flexible and directly aligned with the Pathway for the Development of Samoa 2021/2022 - 2025/2026 (PDS). This alignment ensures that our strategic direction over the next five years mirrors Samoa's foremost priorities, setting a solid foundation for future growth and resilience.

The plan sets forth a strategic direction and development agenda that capitalizes on local strengths and existing cultural structures to significantly enhance community outcomes. I call upon all stakeholders to join us in this endeavour. Your collaboration and active participation are crucial to the success of this plan. Together, we can create a thriving, resilient community where everyone can succeed.

Looking ahead, I am confident that the implementation of this plan will lead to significant positive changes. By working together, we can build a brighter future for our community, one where sustainable development and social well-being are at the forefront.

Thank you for your continued support and dedication.

Peace and Justice,

*Loau Donina Tili Va'a*

CEO, Ministry Of Women, Community And Social Development

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## MISSION

Empowering communities to lead inclusive development that enhances progress, resilience, harmony and growth.

## VISION

A peaceful, resilient and thriving community for all Samoans, now and into the future.

## GOAL

To foster inclusive governance, economic empowerment, impactful and sustainable social outcomes and create a balanced approach for our communities and preserve our natural resources for future generations.

## OUTCOMES

1

Good governance and inclusive development at the community level fostered.

2

Empowerment of all, especially women, children, youth, persons with disabilities, and other vulnerable groups enhanced.

3

Social outcomes for all, especially women, children, youth, persons with disabilities, and other vulnerable groups in the communities improved.

4

Sector coordination, partnerships and strategic development strengthened.



<p>1. Good governance and inclusive development at the community level fostered.</p> <p>1.1. Strengthening community governance institutions including good governance and inclusive development practices within these institutions.</p> <p>1.2. Developing the capacity of district councils and village community institutions in facilitating effective, inclusive and efficient implementation of the district development programs and other development initiatives</p> <p>1.3. Fostering inclusive and sustainable income generation and employment opportunities in communities.</p> <p>1.4. Enhancing resilience and capacity of civil society cooperatives in fostering sustainable, innovative, and resilient development initiatives and essential services in the community.</p>	<p>2. Empowerment of all especially women, youths, persons with disabilities, and other vulnerable groups enhanced.</p> <p>2.1. Increasing development and income generating opportunities for women.</p> <p>2.2. Improving development opportunities for children &amp; development and income generating opportunities for youth.</p> <p>2.3. Increasing development opportunities for persons with disabilities.</p> <p>2.4. Enhancing development and income generating opportunities for other vulnerable groups including elderly and those in hardship and poor living conditions. conditions.</p>
<p>3. Social outcomes for all especially women, children, youths, persons with disabilities, and other vulnerable groups in the communities improved.</p> <p>3.1. Ending violence in the family and especially against women, and girls, boys and fa'afafine.</p> <p>3.2. Improving childcare and protection in Samoa.</p> <p>3.3. Strengthening the social protection systems, especially social welfares in Samoa.</p> <p>3.4. Improving Family Life Education through out-of-school programs for youth</p>	<p>4. Sector coordination, partnerships and strategic development strengthened.</p> <p>4.1. Revitalize and strengthen the sector coordination mechanisms.</p> <p>4.2. Establishing and nurturing strategic alliances and partnerships of the sector .</p> <p>4.3. Providing the enabling environment for the sector to develop, foster and sustain.</p> <p>4.4. Improving risk management, sector monitoring and evaluation.</p>

## SECTOR TARGETS

Indicator	Measure	Target (2028/2029)
1. Community good governance and inclusive development enhanced.	- Community Good Governance & Inclusion Index	5
	- Gender Inequality Index	3
2. Income & employment generation enhanced	Number of income and employment generation in communities	1,000
3. Vulnerability decreased/ resilience increased	Vulnerability Index	30%
4. Disability-inclusion improved	Disability-Inclusive Index	3
5. Family and domestic violence reduced.	GBV Administrative Database	3
6. Childcare and protection improved.	Child Protection Index	3



## Acronyms

ADB	Asia Development Bank
ADRA	Adventist Disaster Relief Agency
CBOs	Community Based Organizations
CS	Community sector
CSSC	Community sector Steering Committee
CEDAW	Convention on the Elimination of Discrimination Against Women
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
CSSP	Civil Society Support Program
DDP	District Development Program
GEDSI	Gender Equality, Disability and Social Inclusion
DFAT	Department of Foreign Affairs and Trade (Australia)
DHS-MICS	Demographic Health Survey-Multiple Indicator Cluster Survey
FBOs	Faith-based Organisations
FLO	Faataua le ola
GBV	Gender—based Violence
GESI	Gender Equality and Social Inclusion
GMT	Gender Mainstreaming and Transformation
IPPWS	Increasing Political Participation of Women in Samoa
MAF	Ministry of Agriculture and Fisheries
MCIL	Ministry of Commerce, Industry and Labour
MCIT	Ministry of Communication and Information Technology
MCR	Ministry of Customs and Revenue
MESC	Ministry of Education, Sports and Culture
MFAT	Ministry of Foreign Affairs and Trade
MJCA	Ministry of Justice & Courts Administration
MNRE	Ministry of Natural Resources and Environment
MOF	Ministry of Finance
MOH	Ministry of Health
MPCS	Ministry of Police, Prisons and Correctional Services
MPE	Ministry of Public Enterprises
MPMC	Ministry of Prime Minister & Cabinet
MWCSD	Ministry of Women, Community & Social Development
MWTI	Ministry of Works, Transport & Infrastructure
NA	Not Available
NCC	National Council of Churches
NCW	National Council of Women
NEET	Not in Education, Employment or Training

NGO	Non-Government Organisation
NHRI	National Human Rights Institute
NOLA	Nuanua o le Alofa
NPF	National Provident Fund
NUS	National University of Samoa
OCLA	Office of the Clerk of the Legislative Assembly
OEC	Office of the Electoral Commissioner
OECD	Office of Economic Cooperation and Development
OOTR	Office of the Regulator
OPDs	Organisation of Persons with Disabilities
PDS	Pathway for the Development of Samoa
PSC	Public Service Commission
PWD	Persons with Disabilities
ROS	Rogers of Samoa
SBH	Samoa Business Hub
SBS	Samoa Bureau of Statistics
SCCI	Samoa Chamber of Commerce and Industry
SDG	Sustainable Development Goal
SFA	Samoa Faafafine Association
SFHA	Samoa Family Health Association
SIDS	Small Island Developing State
SLRC	Samoa Law Reform Commission
SM	Sui ole Malo
SN	Sui ole Nuu
SNYC	Samoa National Youth Council
SRCS	Samoa Red Cross Society
SSWFT	Samoa Social Welfare Fesoasoani Trust
STN	Sui Tamatai ole Nuu
SUNGO	Samoa Umbrella of Non-Governmental Organisations
SVSG	Samoa Victims Support Group
SWA	Samoa Water Authority
SWG	Sector Working Group
TBD	To be determined
UNFPA	United Nations Population Fund
UNICEF	United Nations International Children's Emergency Fund
UNWomen	United Nations Entity for Gender Equality and the Empowerment of women
VNR	Voluntary National Report
WIBDI	Women in Business Development Incorporated
WILS	Women in Leadership Samoa
YEP	Youth Employment Program



# STRATEGIC FRAMEWORK OVERVIEW

## 1. Introduction

The COVID-19 pandemic has catalyzed significant shifts in our Community Sector's operations and strategies. The challenges of 2021, underscored by prolonged lockdowns and economic turbulence, unveiled vulnerabilities within our communities, highlighting the critical need for targeted support, particularly for the most vulnerable. In response, we are recalibrating our approach to ensure precision and impact in our interventions.

Our Community Sector operates within a web of intersecting global, regional, and national policy and planning frameworks. Understanding and navigating these frameworks are crucial for implementing our sector's initiatives effectively. As we look forward, our strategies address both immediate pandemic-related needs and ensure long-term sustainability by prioritizing community resilience, mental health support, domestic violence services, and empowering communi-

ties from within. Enhancing digital infrastructure is also key to ensuring continuous support and engagement for all Samoans.

Transitioning to the Community Sector Plan (CSP) 2024/2025-2027/2028, this document outlines the strategic trajectory for Samoa's community sector, grounded in collaboration and partnership. Our vision is to foster "a peaceful, resilient, and thriving community for all Samoans," leveraging local capacities for holistic development. This plan, a refinement of its predecessor, embodies the vision and aspirations of stakeholders, informed by extensive consultations and a comprehensive review of past strategies. As we embark on this journey, let us recognize the dynamism of our sector plans and remain steadfast in our commitment to collective progress.



NATIONAL	REGIONAL	GLOBAL
<ul style="list-style-type: none"> <li>➤ Pathway for the Development of Samoa 2021-2026</li> <li>➤ 14 Sector Plans</li> <li>➤ District Development Plans</li> <li>➤ All policies and laws relating to the Sector</li> <li>➤ All related operational standards and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>➤ Pacific Sustainable Development Goals Indicators 2015</li> <li>➤ Regional Roadmap for Sustainable Development 2030</li> <li>➤ Pacific Islands Forum leader declarations (eg. on gender equality, women and youth's rights, etc.)</li> <li>➤ Pacific Youth Development Framework</li> <li>➤ Pacific Platform for Action on Gender Equality &amp; Women's Empowerment</li> <li>➤ 2050 Strategy for the Blue Pacific Continent</li> <li>➤ Other regional frameworks and policies relating to the sector (eg. disability, children, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>➤ UN Sustainable Development Agenda (17 Goals) 2015</li> <li>➤ UNCRPD 2006 (Convention on the Rights of Persons with Disabilities)</li> <li>➤ UNCEDAW 1979 (Convention on the Elimination of All forms of Discrimination Against Women and girls)</li> <li>➤ UNCRC 1989 (Convention on the Rights of the Child)</li> <li>➤ S.A.M.O.A Pathway</li> </ul>

Figure 1: Key national, regional and global public policy instruments directing sector development

## 2. Purpose


The purpose of the Community Sector Plan (CSP) is to provide a clear roadmap for achieving planned activities and strategies that lead to desired outcomes over the next five years. This plan outlines the Expected Sector Plan Outcomes (ESPOs), which are essential for attaining the indicators associated with the Community Sector (CS) under the Pathway for the Development of Samoa (PDS), Sustainable Development Goals (SDGs), and international human rights frameworks.

Furthermore, the CSP serves as a guiding framework for mobilizing financial and technical assistance, ensuring alignment and effective utilization of resources from both the Ministry of Women, Community, and Social Development (MWCSD) budget and community sector development partners. This alignment fosters community development and well-being, ensuring a coherent and strategic approach to enhancing the quality of life for all Samoans.

## 3. Methodology

The Community Sector Plan (CSP) underwent a comprehensive update process spearheaded by the Division for Policy, Planning, M&E, and Sector Coordination within the Ministry of Women, Community, and Social Development (MWCSD). This rigorous process involved multiple stages of consultations and reviews to ensure a holistic and inclusive approach.

Initially, extensive consultations were conducted to gather feedback and inputs from a wide range of stakeholders, including community representatives, non-government organizations, government ministries, public sector agencies, and development partners of the Community Sector. These consultations were crucial in understanding the diverse needs and perspectives of all parties involved.



In parallel, the leading agency of the sector undertook a mid-term review of the previous CSP. This review process included workshops and outcomes mapping sessions to assess progress and identify areas for improvement. Independent assessments by community sector development partners were also reviewed to incorporate external insights and recommendations.

After integrating the feedback and findings from these consultations and reviews, a draft of the updated CSP

was developed. This draft was then shared with stakeholders once again for their final inputs and validation, ensuring that the plan reflects the collective vision and aspirations of all involved parties. The detailed list of partners consulted throughout this process is provided in Annex 7. This thorough and iterative methodology ensured that the CSP is both comprehensive and responsive to the needs of the community, setting a clear and achievable path for the next five years.

## 4. Alignment with the Pathway for the Development of Samoa

The PDS encapsulates the vision of "Fostering social harmony, safety, and freedom for all," guiding governmental priorities to nurture inclusive growth. Aligned with this vision, the CSP represents an integrated cross-sector approach to development. Crucially, it is intricately linked to the PDS, reinforcing the overarching goal of fostering social harmony, safety, and freedom for all.

**Vision Alignment:** The PDS sets forth a vision that guides governmental priorities throughout its duration, aiming to nurture growth that benefits all citizens. The CSP echoes this vision, emphasizing community development as a crucial aspect of achieving social harmony and safety.

**Strategic Outcome Alignment:** The PDS identifies five strategic outcomes, including improved social development, a sustainable economy, trusted governance, environmental security, and infrastructure. The CSP contributes directly and indirectly to these

outcomes, ensuring that its development priorities align with those of the PDS.

**Priority Area Focus:** 'Community development' is explicitly recognized as a priority area under strategic outcome 2 of the PDS. The community sector makes substantial contributions to all five strategic outcomes outlined in the PDS, both directly and indirectly. Table 1 underscores the sector's development priorities, emphasizing its direct involvement in key priority areas. Moreover, the sector assumes a pivotal coordinating role in integrating social development aspects, such as gender, disability, and youth, across all key priority areas, thereby strengthening the overarching objectives of the PDS.

By establishing these linkages, the CSP reinforces the overarching objectives of the PDS, ensuring that both frameworks work synergistically to drive Samoa's sustainable development and prosperity.





Figure 2: Community sector's societal interconnections

## 5. The Community Sector

In the context of Samoa, the community, known as 'nuu ma alalafaga,' encompasses all individuals, institutions, groups, and families residing within it. While every Samoan, whether local or abroad, maintains a connection and identity (fa'asinomaga) with their village community, the CS<sup>1</sup> coordinates all development aspects to ensure inclusivity, especially for the vulnerable. At the local level, the CS drives sustainable development through inclusive governance and leadership, illustrated in Figure 2's societal interconnections. It encompasses diverse stakeholders from government,

private sector, and civil society, influencing policy, service delivery, and accountability. The sector plan aims for coordinated empowerment and acknowledgment of all players' roles and voices.

### 5.1. Development issues and Challenges

- **Population Growth and Demands:** Samoa's growing population<sup>2</sup> places increasing demands on economic and social services, particularly given the high dependency ratio and limited economically active population<sup>3</sup>.

1 There are 14 (development) sectors in Samoa – community; health; education; law & justice; environment, water & sanitation; transport & infrastructure; communication; energy; infrastructure; public administration; finance; tourism; trade, commerce & manufacturing.

2 Annual population growth is around 1%. The dependency population (aged 0-4yrs = 12%, 5-17yrs = 31%, 65+ years = 8%) is 51%. From 18-35yrs = 24% (SBS, 2021)

3 Poverty rate in Samoa increased from 18.8% to 22% while extreme poverty increased from 4.3% to 6% from 2013/2014 to 2018

- **Complexity in Socio-Political and Economic Issues:** Various challenges such as crime, social exclusion, unemployment<sup>4</sup>, high living costs, climate change impacts, and environmental degradation require collective action from both the government and the community.
- **Erosion of Local Governance Institutions:** There is a continuous decline in local governance institutions, values, and principles, necessitating efforts to safeguard and promote these institutions for societal stability and social harmony.
- **Gender Equality, Disability, and Social Inclusion:** Addressing these cross-cutting dimensions of development across all sectors and levels is crucial to ensure inclusivity and participation in community and national development processes.<sup>5</sup>
- **Climate Change and External Shocks:** Samoa faces ongoing impacts from climate change and other external shocks like the COVID-19 pandemic, increasing community vulnerability and necessitating resilience-building efforts integrated into all development initiatives.

## 5.2. Strengths, Weaknesses, Opportunities and Threats (SWOT)

To map the sector's strategic development direction, understanding its current situation through a SWOT analysis is essential. Stakeholder discussions indicate willingness to revive and develop the sector, with opportunities like the district development program providing coordinated avenues for addressing critical sector issues.

- **Strengths:** Established networks, community stability, recognition for development role, and positive impact on society.
- **Weaknesses:** Lack of focus and coordination, weak application of sector-wide approaches, and limited resources.
- **Opportunities:** Vibrant interest in sector development, government and stakeholder support, and growth in stakeholder organizations.
- **Threats:** Climate change risks, negative political influences, competition within the sector, external migration, brain drain, and shifting community values.

## 5.3. Strengthening Human Rights: Role in compliance with International Conventions

The community sector plays a crucial role in advancing Samoa's compliance with key human rights conventions, including the Convention on the Elimination of Discrimination Against Women (CEDAW), the Convention on the Rights of the Child (CRC), and the Convention on the Rights of Persons with Disabilities (CRPD). While Samoa has taken initial steps, it still has a considerable distance to cover in meeting all the requirements outlined in these international agreements. The process of integrating these obligations into national and local policies, laws, systems, services, and mindsets is ongoing for the community sector. Achieving this objective necessitates the full commitment and collaboration of all sectors across Samoa's economy.

<sup>4</sup> Female workforce participation rate is 31.5% compared to 55% for males. Male unemployment rate (i.e., 21.3%) is more than double that of their male counterpart (i.e., 10.3%) (Samoa Labour Force Survey, 2017). The 2016 Samoa population census identified 71% males and 29% females were economically active, while 38% males and 62% females were non-economically active

<sup>5</sup> The ratio of male to female matai is 9 : 1 and (Samoa population census 2016). Female representation on government boards is 24%, 40% as CEOs of public bodies, and 38% as CEOs of public service organisations (2018 figures).

52.3% of women experienced physical violence (by intimate partners) in their lifetime (SBS, 2020). "9 out of 10 children in Samoa experienced violence in their lifetime... sexual abuse of children and incest levels have reached 'epidemic' proportions in Samoa" (Ombudsman & NHRI, 2018, p. 6).

The total population with disabilities in Samoa is about 4,488 of which about 3,867 of this disability population reside in the rural areas. (Census 2021, SBS, p.21). The key disability-inclusive development issues include addressing negative stereotyping and discrimination against persons with disabilities, need for early detection and intervention of disability and evolving capacities, access to quality services, facilities and information, inclusive education and employment (Samoa National Policy for Persons with Disability 2021-2031, p.6).

## 6. District Development Program

The District Development Program (DDP), initiated in 2021 with an annual budget of 51 million through the MWCS D annual budget, empowers village communities within electoral constituencies to address local development priorities across various sectors. Tailored to local needs, the DDP addresses critical issues such as gender, disability, childcare, and protection, contributing significantly to grassroots community development and inclusive economic growth. Notably, the DDP constitutes over 90% of the Community Sector Plan budget, aligning with broader objectives to enhance Samoa's resilience and prosperity. The

DDP priorities are based on the five broad objectives (i) Improve Social well-being; (ii) Encourage economic development initiatives; (iii) Support Community Empowerment; (iv) Strengthen Good Governance, Transparency and Accountability, and Evidence-based Outcomes; and (V) Promote Gender Responsive and Inclusive development initiatives (with the inclusion of Vulnerable Groups). The DDP becomes the main implementing tool for the CSP initiatives as well as has its own monitoring, evaluation and reporting tool that will feed into the high level sector outcomes of the CSP.

## 7. Principles and Values

The community sector is guided by fundamental principles and values to achieve its vision and mission, fostering a sense of community and effectively addressing social development issues.

### ➤ Inclusivity

Guaranteeing equitable access to opportunities and resources for all community members, irrespective of their background or status, fostering diversity and representation.

### ➤ Equality

Making impartial and just decisions that affect all individuals within the community equitably, promoting fairness and justice.

### ➤ Human rights

Safeguarding the rights of every community member to express their grievances and avail themselves of essential services, ensuring dignity and respect for all.

### ➤ Empowerment

Facilitating community members to steer their own development trajectories and engage in decision-making processes, fostering autonomy and agency.

### ➤ Resilience

Cultivating the ability of communities to anticipate, absorb, and rebound from shocks or shifts, while embedding sustainability at its core.

### ➤ Partnership

Engaging in collaborative endeavors with stakeholders to tackle multifaceted social and economic challenges, with sustainability as a guiding principle.

### ➤ Good Governance

Overseeing community affairs with integrity, accountability, and transparency, fostering sustainability at every level.

### ➤ Leadership

Empowering community members to drive strategic development initiatives, while upholding accountability and sustainability as fundamental pillars of progress.

### ➤ Accountability

Ensuring that all individuals, including leaders, are held responsible for their decisions and actions that impact community development.

### ➤ Effectiveness

Pursuing excellence and achieving high-quality outcomes in all sector operations, ensuring that our efforts make a meaningful difference in the community.

### ➤ Efficiency

Executing initiatives with timely and judicious resource allocation, maximizing the impact of our actions while minimizing waste and inefficiencies.

### ➤ Fa'a Samoa principles

Integrating culturally appropriate methodologies, grounded in the values of communal love and the principles espoused by Christianity.

These principles and values play a pivotal role in cultivating the community spirit that defines the sector's essence, including:

*i. alofa (love)* – love for the community means taking actions that impact positively on the community and its people.

*ii. faa-kerisiano (Christianity)* – leveraging Christian principles and values is key to promoting and addressing community and social development issues

*iii. fetausia'i (caring for each other)* – acting together and in collaboration with each other to address critical issues affecting community development especially responding to critical issues of the most vulnerable groups, families and individuals.

*iv. va tausi / va tapuia (relations)* – being mindful of each other's relational space and belongings in the community in ways that foster mutual respect and joint efforts.

*v. puipuiga (protection)* – community development is about protecting the community, its people and (physical, natural, human, and cultural) resources.

## 8. Stakeholder Engagement

To further enhance the stakeholder engagement process and incorporate the District Development Program (DDP) platform, Sui o Tamaitai and Sui o Nu'u round tables, Communities of Practice round table with Development partners, and multi-sectoral or joint ventures with Ministries, MWCSO will augment its existing strategies with the following initiatives:

### **Integrate DDP Platform into Stakeholder Mapping:**

The Ministry will ensure that the stakeholder analysis includes representatives from the DDP platform, Sui o Tamaitai and Sui o Nu'u round tables, Communities of Practice with Development partners, CSOs, NGOs and all Ministries.

**Tailored Communication Channels for Specific Stakeholder Groups:** The Ministry will develop tailored communication channels for different groups. For

instance, newsletters and social media updates can target the general public, while targeted emails and direct communication channels can be established for specialized groups like the DDP platform and round tables.

### **Incorporate Round Table Discussions into Consultative Workshops:**

The Ministry will:

- Organize consultative workshops and focus groups that specifically involve representatives from the DDP platform, Sui o Tamaitai and Sui o Nu'u round tables, Children & Youth, Disability, and Communities of Practice with Development partners. These sessions will provide dedicated forums for these stakeholders to share insights,





experiences, and feedback directly related to their areas of expertise and involvement.

- Establish partnership development initiatives to enhance collaboration with Development partners. This may include co-hosting events, resource sharing, and aligning objectives for maximum impact. Additionally, the Ministry will engage with partners to identify opportunities for joint ventures and multi-sectoral projects aligned with community development goals.
- Establish multi-sectoral decision-making forums, involving representatives from various

Ministries, the DDP platform, and other stakeholders. These forums will ensure collaborative decision-making on community development, leveraging diverse expertise and perspectives. *For example, Samoa will host the Commonwealth Women's Forum and the Commonwealth Youth's Forum in October 2024, and the Pacific Regional Council for early childhood development (ECD) in 2025, exemplifying such multi-sectoral collaboration.*





## DEVELOPMENT DIRECTION

### 9. Vision, Mission, Goal and Outcomes

#### **VISION:**

A peaceful, resilient and thriving community for all Samoans, now and into the future.

#### **MISSION:**

Empowering communities to lead inclusive development that enhances progress, resilience, harmony and growth.

#### **GOAL:**

To foster inclusive governance, economic empowerment, impactful and sustainable social outcomes and create a balanced approach for our communities and preserve our natural resources for future generations.

#### **OUTCOMES:**

1

Good governance and inclusive development at the community level fostered.

2

Empowerment of all, especially women, children, youth, persons with disabilities, and other vulnerable groups enhanced.

3

Social outcomes for all, especially women, children, youth, persons with disabilities, and other vulnerable groups in the communities improved.

4

Sector coordination, partnerships and strategic development strengthened.



## 10. Key Recommendations

The MWCSO, as the lead agency for the Community Sector has conducted in-house and supported independent evaluation of the MWCSO and Community Sector programs. This includes MWCSO annual reports<sup>6</sup> and mid-term reviews<sup>7</sup>; and the more recent end of program evaluation for the Samoa Disability Partnerships Program (SDPP)<sup>8</sup>. The consistent finding from all these evaluations was the significant impact of structural changes within the MWCSO over the past five years on relationships with the community sector partners and on sector programs implementation.

Some of the key recommendations that were put forward by these evaluations include;

**Legislative frameworks** - The Ministry to review all its legal frameworks including its current structure and identify existing gaps to support the re-engineering of programs and functions moving forward. Some of the outstanding legislations include the Childcare and Protection Bill<sup>9</sup>, the Disability Bill<sup>10</sup> and the legal framework for district councils<sup>11</sup>. "Very little progress was made on advancing legislative compliant CRPD or on disability equity budgeting, and the recommendations made in the CRPD Legislative Review"<sup>12</sup>.

**Organizational Structure** - Organisational restructuring and limitations of leadership capacity of the MWCSO

had significant adverse impact on the progress and the results achieved<sup>13</sup>. Additionally, the the MWCSO was cautioned to ensure that its structural changes do not weaken its mandate of promoting gender equality and gender mainstreaming across all sectors and at all levels of government<sup>14</sup>. **It was noted during the community sector consultations that the Ministry title does not fully reflect its legal mandates and its additional obligations to promote human rights of all vulnerable populations.** Moreover, the revival of the Community Sector coordination function of MWCSO and the Community Sector Advisory Committee is critical to the successful implementation, resource mobilization and monitoring of the CSP<sup>15</sup>.

**Institutional Capability and Systems** - That the Ministry prioritizes implementation of its Workforce Plan and Capacity Development Plan<sup>16</sup> in line with the restructure and to respond in a timely manner to staff capacity needs. The Ministry would also need to invest in capacity development programs for the district councils and other key sector stakeholders on priorities of the human rights conventions.

It is also important to note that this plan remains dynamic and subject to necessary adjustments to be responsive to changing circumstances.

6 MWCSO Annual Report 21/22-22/23, 22/23-/23/24

7 Independent Mid-term reports for the MWCSO Strategic Plan 21/22 – 25/26 and Community Sector Plan 21/22 – 25/26 (not yet published)

8 End of program evaluation report for the Samoa Disability Partnerships Program, 2024, DFAT

9 Ibid

10 CRPD Legislative Compliance Review Report 2016, Attorney General

11 DDP Strategic Assessment Report, 2023 approved by Cabinet, FK23(46)

12 Ibid, p.6

13 Ibid, p.6

14 UNCEDAW Committee Recommendations, 2018

15 Ibid (Not yet published)

16 Ibid



## 11. Pathways to Holistic Development: Achieving Sector Outcomes

The Community Sector Plan (CSP) is strategically aligned with the national development goals as outlined in the Pathway for the Development of Samoa (PDS). It prioritizes community empowerment, inclusivity, and collaborative efforts, all essential for sustainable development. The effectiveness of the CSP hinges on its adaptability to community input, the robustness of its implementation strategies, and its tangible impact on Samoan society.

### Adaptability and Continuous Evaluation

To optimize the CSP's effectiveness, it is crucial to integrate mechanisms for adaptability and ongoing evaluation:

- **Regular Reviews:** Conducting consistent evaluations of the plan's outcomes will identify areas needing improvement and ensure it remains aligned with the changing needs of the community.
- **Independent Audits:** Independent audits will provide objective assessments of both the implementation process and the effectiveness of the outcomes.
- **Community Feedback Mechanisms:** Developing strong systems to capture and integrate community feedback will make the CSP more responsive to the real needs and conditions of the population.

## 12. Strategic Outcomes and Initiatives

### 1. Good Governance and Inclusive Development at the Community Level

- Enhance governance structures to be inclusive and responsive, empowering communities to participate in decision-making processes.
- Strengthen transparency and accountability in resource management through community engagement.

In Samoa, good governance and inclusivity are essential at both national and local levels to ensure fair distribution of resources and equitable development outcomes. The governance of Samoan communities primarily rests with village institutions, which play a pivotal role in upholding these principles through community service provision and the execution of development initiatives. The integration of the District Development Program (DDP) is crucial in reinforcing

inclusive governance practices at the district council level, where it plays a central role in effective and accountable implementation. The DDP also supports the preservation and strengthening of the fa'a Samoa governance systems, ensuring that traditional village governance structures are respected and enhanced. Inclusive governance prioritizes decision-making that incorporates diverse community voices, including women, children, youth, persons with disabilities and other vulnerable groups. It's crucial to infuse good governance and inclusivity into all decision-making stages to ensure accountability and broad participation. Implementing policies, laws, and procedures that support these practices fosters sustainable development across the community.

The following strategies aim to contribute to the achievement of Sector Outcome 1.

- 1.1 Strengthening community governance institutions including good governance, and inclusive and sustainable development practices within these institutions.
- 1.2 Developing the capacity of district councils and village community institutions in facilitating effective, inclusive and efficient implementation of the district development programs and other development initiatives.
- 1.3 Fostering inclusive and sustainable income generation and employment opportunities in communities.
- 1.4. Enhancing resilience and capacity of civil society cooperatives in fostering sustainable, innovative, and resilient development initiatives and essential services in the community.

**2. Empowerment of all especially women, children & youth, persons with disabilities, and other vulnerable groups enhanced.**

- Focus on empowering women, children, youths, persons with disabilities, and other vulnerable groups through skills training, capacity building, and resource access.
- Foster their potential to contribute to societal progress and personal development.

There's compelling evidence, both statistically and empirically, highlighting the imperative to empower our most vulnerable groups, including women, youth, persons with disabilities, and others. Their participation in employment and decision-making remains disproportionately low. In Samoa, disability-inclusive development efforts are scant and underdeveloped. Given that youth represent the driving force of societal progress, they require innovative, motivational, and nurturing

initiatives to prevent idleness and criminal activities while leveraging their potential for family, community, and national development. Similarly, women, as pivotal figures in our communities, require economic, social, and leadership empowerment to support themselves, their families, and provide valuable counsel to their communities. Addressing the development challenges faced by these vulnerable groups demands significant attention and action. Their roles, contributions, values, and capabilities must be fully utilized to foster community and national development. This necessitates the development, implementation, and reinforcement of affirmative public policies and programs tailored to meet the specific needs of these groups.

The following strategies will contribute to the achievement of Sector Outcome 2.

- 2.1 Increasing development and income generating opportunities for women.
- 2.2 Improving development opportunities for children and development and income generating opportunities for youth.
- 2.3 Increasing development opportunities for persons with disabilities.
- 2.4 Enhancing development and income generating opportunities for other vulnerable groups including the elderly and those living in hardship and poor living conditions.

**3. Social outcomes for all, especially women, children, youth, persons with disabilities, and other vulnerable groups in the communities improved.**

- Implement initiatives to improve access to education, healthcare, and other social services, and social inclusion opportunities, targeting a more equitable society.



- Address specific needs of women, children, youths, and persons with disabilities.

Sustainable development mandates addressing economic, social, political, and environmental aspects comprehensively, as overlooking any undermines long-term progress. Social development, crucially, involves community obligations toward vulnerable groups. Samoa grapples with urgent social issues, such as rampant domestic violence affecting 87%<sup>17</sup> of families and 99%<sup>18</sup> of women and girls, alongside child welfare concerns like labor exploitation and abuse. To address these challenges effectively, Samoa must strengthen its social protection systems by integrating formal and informal mechanisms. Through community-led initiatives within the district development program, targeted assistance for vulnerable families can be provided, thereby enhancing social services and advancing development through partnerships, capacity building, and robust policies. This includes implementing strategies to reduce domestic violence, improving reproductive health and childcare services, and fortifying social welfare programs to offer comprehensive support to Samoa's vulnerable populations.

The following strategies will contribute to the achievement of Sector Outcome 3.

- 3.1 Reducing violence in the family and especially against women, girls, boys and the fa'afafine/fa'atama society.
- 3.2 Improving childcare and protection services.
- 3.3 Strengthening the social protection systems, especially social welfare in Samoa.
- 3.4 Improving Family Life Education through out-of-school programs for youth

#### 4. Sector Coordination and Partnerships with Effective Risk Management, Monitoring, and Evaluation strengthened

- Enhance Sector Coordination and Forming Strategic Alliances.
- Enhance communication, information and technology (ICT) and data management.
- Enhance Risk Management, Monitoring and Evaluation Mechanisms.

To achieve desired outcomes, active engagement from sector members, stakeholders, and partners is crucial. Success hinges on their participation, support, and capabilities. Key actions include mapping stakeholders to assess their impact and needs, enhancing coordination, and building strategic alliances. In the initial phase of this Plan, priority focus for this Outcome will target MWCS staff as the lead coordinating agency.

- Enhancing Access and Utilization of Technology and Data Management: Improving access to communication technologies and data management systems is essential for streamlining sector operations. These enhancements will aid resource mobilization and strengthen partnerships, opening new avenues for improvement.
- Creating an Enabling Environment: Supporting the sector's development agenda requires:
- Effective Monitoring and Evaluation Systems: Implementing comprehensive systems for data collection and analysis is critical, allowing for the integration of lessons learned into future strategies, thus improving effectiveness and reducing risks.
- Risk Management: Robust risk management protocols are essential to sustain collaborations and maintain credibility.
- Dynamic Adaptability: The plan is adaptable, aligning with national strategies and fostering resilience and equity within Samoan society.

17 National Public Inquiry into Family Violence in Samoa / State of Human Rights Report 2018, p.2; Office of the Ombudsman, Samoa.

18 Ibid, p.2.



- Technology Integration and Communication Enhancement:
- Advanced ICT Solutions: Deploy cutting-edge ICT to simplify processes and enhance communication across all levels.
- Robust Data Management Systems: Ensure accurate, timely, and secure data handling to support evidence-based decisions and operational transparency.
- Enhanced Communication Strategies: Utilize digital platforms to maintain efficient information flow to stakeholders, enhancing engagement and collaboration.

The following strategies will contribute to the achievement of Sector Outcome 4.

- 4.1 Revitalize and Strengthen Sector Coordination Mechanisms
- 4.2 Establishing and nurturing strategic alliances and partnerships
- 4.3 Providing the enabling environment for sector development: Enhancing ICT and Data Management
- 4.4 Improving risk management, sector monitoring and evaluation.

## 13. Theory of Change

The Theory of Change outlined in Figure 3 illustrates the interconnectedness of the vision, goal, strategic outcomes, strategies, and corresponding activities detailed in Annex 1. It maps out the essential prerequisites and assumptions needed to achieve the stated

vision, mission, goal, and strategic outcomes through the sector activities. This diagram serves as a logical framework, detailing the anticipated changes expected over the five-year implementation period of the Sector Plan, spanning from 2024/2025 to 2027/2028.

## 14. Results and Resources Framework

The Results and Resources Framework depicted in Figure 4 provides a comprehensive summary of the expected outcomes and outputs (the 'results') contingent on the effective implementation and achievement of the goals, strategic objectives, and strategies. It also details the overall resources, including the budget, necessary for executing the Sector Plan. For a thorough

understanding, this framework should be reviewed alongside the Activity Implementation Plan in Annex 1 and the Monitoring, Evaluation, and Reporting Framework in Annex 2. This integrated approach ensures a cohesive strategy for achieving the planned results and managing the resources effectively.

Figure 3: TCMSPP Theory of Change.

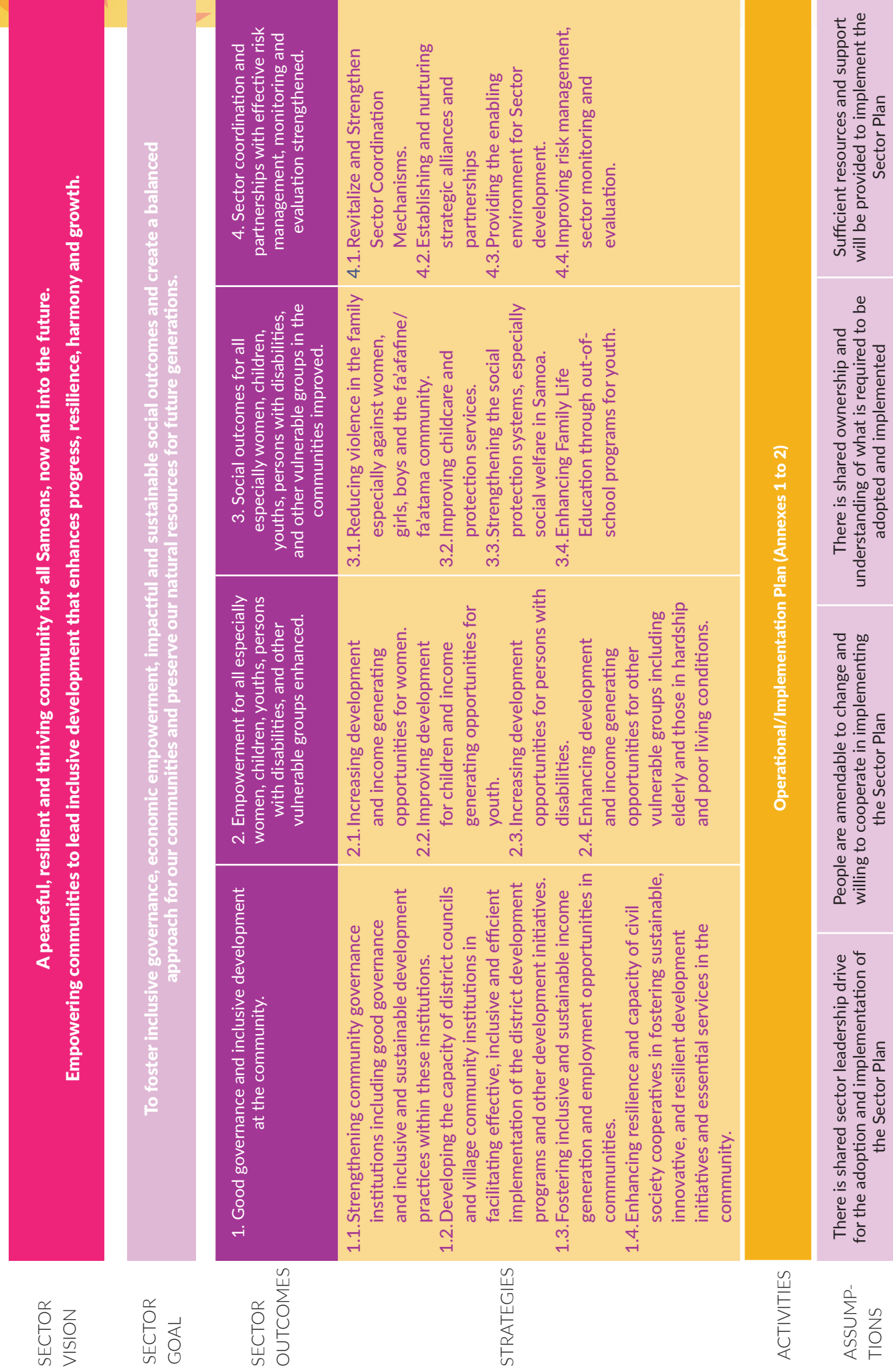




Figure 4: Results and Resources Framework.

<b>Vision:</b> <i>A peaceful, resilient and thriving community for all Samoans, now and into the future</i>					
<b>Mission:</b> <i>Empowering communities to lead inclusive and sustainable development that enhances progress, resilience, harmony and growth.</i>					
<b>Theme:</b> <i>Empowering sector stakeholders, building resilience, and inspiring growth.</i>					
<b>Goal:</b> <i>To foster inclusive governance, economic empowerment, impactful and sustainable social outcomes and create a balanced approach for our communities and preserve our natural resources for future generations.</i>					
<b>OUTCOMES</b>					
<ol style="list-style-type: none"> <li>1. Good governance and inclusive development at the community level fostered.</li> <li>2. Empowerment of women, children, youth, persons with disabilities, and other vulnerable groups enhanced.</li> <li>3. Social outcomes for women, children, youths, persons with disabilities, elderly and other vulnerable groups in the communities improved.</li> <li>4. Sector coordination, partnerships and strategic development strengthened.</li> </ol>					
<b>OUTCOME INDICATORS</b>					
	<b>Measure</b>	<b>Indicator</b>	<b>Baseline</b>	<b>Target (2027/28)</b>	
i.	Good governance and inclusive development enhanced.	Community Good Governance Index <i>Gender Inequality Index</i>	<i>New Indicator</i>	5 3	
ii.	Income & employment generation enhanced.	Number of income and employment generation in communities.	<i>New Indicator</i>	1,000	
iii.	Vulnerability decreased/ resilience increased.	Vulnerability Index	40% (2022)	30%	
iv.	Disability-inclusion improved	Disability-Inclusive Index	<i>New Indicator</i>	3	
v.	Family and domestic violence reduced	GBV Administrative Database	<i>New Indicator</i>	3	
vi.	Childcare and protection improved.	Child Care and Protection Index	<i>New Indicator</i>	3	
<b>STRATEGIC OUTCOMES</b>	<b>STRATEGIES AND ACTIVITIES</b>	<b>OUTPUTS</b>	<b>INDICATORS &amp; TARGETS</b>		
<p><b>1</b> Good governance and inclusive development at the community level fostered.</p>	<p><b>1.1. Strengthening community governance institutions including good governance, and inclusive and sustainable development practices within these institutions.</b></p> <p>1.1.1 Conduct a stock take and assessment of good governance and inclusive development practices by village governance institutions.</p> <p>1.1.2 Utilize online mechanism to publish village by-laws for public access (e.g. MWCSD website)</p> <p>1.1.3 Develop village good governance index re principles, policies and based on the result of Activity 1.1.1.</p> <p>1.1.4 Develop a centralized data management system of village-based community development programs/projects and practices. (Ensure data collected and analyzed is disaggregated by types of institution, age, gender, types of developments and other key variables).</p> <p>1.1.5 Develop and implement a village governance capacity development program aimed at strengthening knowledge and applications of good governance and inclusive development at the village levels.</p>	<p>Gender inequality decreased.</p> <p>Improved practice of good governance and inclusive development.</p> <p>Improved capacity of district councils and village community institutions in the DDP.</p> <p>Increased income generation and employment opportunities in communities.</p> <p>Improved resilience and capacity of civil society cooperatives fostering sustainable, innovative, and resilient development initiatives and essential services in the community.</p>	<p><b>Baseline (2023/24)</b></p> <ul style="list-style-type: none"> <li>➤ 5% of women on village councils.</li> <li>➤ 35% of women on district councils.</li> <li>➤ 13% of villages with by-laws incorporating gender equality measures.</li> </ul> <p><b>Targets (2027/28)</b></p> <ul style="list-style-type: none"> <li>➤ % of women on village councils.</li> <li>➤ % of women on district councils.</li> <li>➤ % of villages with by-laws incorporating gender equality measures.</li> <li>➤ % of villages with published by-laws and are recognized as part of the legal system in Samoa.</li> <li>➤ Number of District Councils complied with the DDP policies and procedures.</li> <li>➤ Number of DDP addressing GEDSI issues.</li> <li>➤ Number of DDP assessed as effective/successful in their implementation.</li> </ul>	<p>(\$AT\$) *</p> <p>\$206,880,000</p>	

STRATEGIC OUTCOMES	STRATEGIES AND ACTIVITIES	OUTPUTS	INDICATORS & TARGETS	(SAT\$) *
<p><b>1</b></p> <p>Good governance and inclusive development at the community level fostered.</p>	<p><b>1.2. Developing the capacity of district councils and village community institutions in facilitating effective and efficient implementation of the district development programs and other development initiatives.</b></p> <p>1.2.1 Conduct an independent and comprehensive review of district development plans and the application/implementation of the district development program (DDP) against those plans to identify gaps with meeting village community development needs across different dimensions of political, economic, and social development needs.</p> <p>1.2.2 Based on the findings of 1.2.1, develop and implement a capacity development program for district councils and village community institutions based on the needs to ensure the effective, efficient and accountable implementation of the DDP.</p> <p><b>1.3. Fostering community inclusive development through the 4 pillars of District Development Program.</b></p> <p>1.3.1 From the findings of 1.2.1 above, identify the extent of income generation and employment opportunities (i.e., status) by the different district and village communities.</p> <p>1.3.2 Efficient dissemination of the DDP annual funds to all 51 districts for their inclusive development.</p> <p><b>1.4. Enhancing resilience and capacity of civil society cooperatives in fostering sustainable, innovative, and resilient development initiatives and essential services in the community.</b></p> <p>1.4.1 Conduct a complete mapping of civil society cooperatives and other sector-lead ministries working in the sector by community development areas, location, work area, etc.</p> <p>1.4.2 Conduct a comprehensive assessment of the resilience and capacity of civil society cooperatives in fostering sustainable, innovative, and resilient development initiatives and essential services in the community.</p> <p>1.4.3 Informed by the findings in 1.4.2, develop a program to implement and deliver an integrated and sector wide capacity development aimed at fostering sustainable, innovative, and resilient development initiatives and essential services in the community.</p>		<ul style="list-style-type: none"> <li>➤ % of the DDP contribution to village development (list types of development and benefits to village people).</li> <li>➤ % of DDPs that incorporate &amp; support village by-laws.</li> <li>➤ Number of DDPs with income generation programs.</li> <li>➤ Number of jobs at the village community level.</li> <li>➤ Employment/unemployment rate per district and per village.</li> <li>➤ Number of district councils receiving capacity development.</li> <li>➤ Number of CSOs receiving capacity development</li> <li>➤ Number of sustainable, innovative and resilient development initiatives implemented by district councils.</li> <li>➤ Number of essential services in the community that are maintained and sustained.</li> </ul>	\$206,880,000
<p><b>2</b></p> <p>Empowerment of women, children and youths, persons with disabilities, and other vulnerable groups enhanced.</p>	<p><b>2.1. Strengthening development opportunities for women.</b></p> <p>2.1.1 Develop a database/registry of women in Samoa - profiling women in Samoa and identifying the different dimensions of roles and responsibilities including barriers to participation of women across various settings (families, employment, civil society, private sector, community sector, etc.).</p> <p>2.1.2. Guided by the National Policy on Gender Equality and Rights of Women and Girls 2021-2031, and other related policies, plans and strategies, develop and implement programs (or integrate as part of ongoing programs) aimed at strengthening women empowerment in Samoa across various dimensions - political, administrative, private sector (business), civil society and others.</p>	<ul style="list-style-type: none"> <li>➤ Increased women opportunities in Samoa.</li> <li>➤ Increased opportunities for youth</li> <li>➤ Increased disability-inclusive development.</li> <li>➤ Increased opportunities for other vulnerable groups.</li> </ul>	<p><b>Baseline (2023/24)</b></p> <ul style="list-style-type: none"> <li>➤ 22% female matai</li> <li>➤ 12% women MPs</li> <li>➤ 40% women CEOs in SOEs, 57% women CEOs in government ministries, 28% proportion of women on SOE Board.</li> <li>➤ 32% - female employment rate.</li> <li>➤ 31.9% - Youth employment rate.</li> <li>➤ 37% - NEET youth rate</li> <li>➤ Others - NA</li> </ul>	

<p><b>3</b></p> <p>Social outcomes for women, children, youths, persons with disabilities, and other vulnerable groups in the communities improved.</p>	<p><b>2.2. Improving development opportunities for children and youth.</b></p> <p>2.2.1 Develop a database/registry of youth in Samoa - profiling youth across various settings (employed/unemployed, skills, education, civil society, private sector, community sector, etc.).</p> <p>2.2.2 Conduct an up-to-date assessment of the status of youth vulnerability and empowerment in Samoa and identify the critical development needs of youth at various dimensions, sectors and levels.</p> <p>2.2.3 Develop targeted policy/projects/initiatives targeting children and youth development across various dimensions in Samoa.</p> <p><b>2.3. Increasing development opportunities for persons with disabilities.</b></p> <p>2.3.1 Develop a database/registry of persons with disabilities (PWDs) in Samoa (if there is an existing one then ensure it is up-to-date) - profiling PWDs across various settings (types of disabilities, employed/unemployed, skills, education, civil society, private sector, community sector, etc.) including barrier to participation of persons with disabilities.</p> <p>2.3.2 Conduct an up-to-date assessment of the status of disability-inclusion development in Samoa and identify key gaps across sectors and dimensions of disability-inclusivity.</p> <p>2.3.3 Develop a 'disability inclusive index' guiding the mainstreaming of disability.</p> <p>2.3.4 Develop targeted policy/projects/initiatives targeting disability support across various dimensions in Samoa.</p> <p><b>2.4. Enhancing development opportunities for other vulnerable groups including elderly and those in poor living conditions.</b></p> <p>2.4.1. Implement the National Community Economic Development Policy 2021-2031 for development opportunities targeting other vulnerable groups that are not included in 2.1, 2.2 and 2.3.</p> <p>2.4.2. Conduct an up-to-date and comprehensive assessment of the vulnerability status and levels of families in Samoa.</p> <p>2.4.3. Develop targeted policy/projects/initiatives targeting vulnerable groups including elderly, those in poor living conditions and other across various dimensions in Samoa.</p> <p>2.4.4. Based on 2.4.1, develop a strategy aimed at addressing critical vulnerability (or at-risk) families, groups and individuals in Samoa.</p>	<p>Decreased in family/domestic violence.</p> <p>Improved childcare and protection in Samoa.</p> <p>Social protection enhanced.</p>	<p><b>Targets (2027/2028)</b></p> <ul style="list-style-type: none"> <li>➤ Number/proportion of women in leadership and management roles (government, private sector, civil society).</li> <li>➤ Female employment rate.</li> <li>➤ Number of programs implemented to advance women opportunities.</li> <li>➤ Number of sectors and sub-sectors with mainstreamed gender.</li> <li>➤ Number of sectors and sub-sectors with effective gender mainstreaming applications/ implementation.</li> <li>➤ Youth employment/ unemployment rate.</li> <li>➤ NEET youth rate.</li> <li>➤ Number of programs targeting youth development.</li> <li>➤ PWDs employment/ unemployment rate.</li> <li>➤ NEET PWDs rate.</li> <li>➤ Number of programs targeting disability-inclusive development.</li> <li>➤ Evidence showing there is improved disability-inclusion in Samoa (in terms of disability access devices, inclusive education access, etc.).</li> <li>➤ Number of sectors and sub-sectors with effective disability mainstreaming applications/ implementation.</li> <li>➤ Employment/ unemployment rate persons with diverse gender identities.</li> <li>➤ NEET rate of persons with diverse gender identities.</li> <li>➤ Number of programs targeting persons with diverse gender identities development.</li> <li>➤ Number of sectors and sub-sectors with effective mainstreaming of persons with diverse gender identities.</li> </ul>	<p>\$5,450,000</p>
<p><b>3</b></p>	<p><b>3.1. Reducing violence in the family and especially against women and girls.</b></p> <p>3.1.1 Assess the contribution, effectiveness and impact of previous and existing/ongoing initiatives including the integrated/inter-agency response system and services at addressing violence in Samoa, especially domestic violence against women and girls.</p> <p>3.1.2. Facilitate the endorsement of the National Prevention Framework for Ending Violence and implementation of the National Policy for Gender Equality, to address gaps from the assessment in 3.1.1</p>	<p>Decreased in family/domestic violence.</p> <p>Improved childcare and protection in Samoa.</p> <p>Social protection enhanced.</p>	<p><b>Baseline (2023/24)</b></p> <ul style="list-style-type: none"> <li>➤ 52.3% - women subjected to domestic violence.</li> <li>➤ 9 (out of 10) children experience violence and abuse at home.</li> <li>➤ 41% of children experiencing corporal punishment at school.</li> <li>➤ 105 reported cases of child sexual abuse (reported to police).</li> <li>➤ 100 of child street vendors.</li> </ul>	<p><b>\$5,590,000</b></p>

STRATEGIC OUTCOMES	STRATEGIES AND ACTIVITIES	OUTPUTS	INDICATORS & TARGETS	(SAT\$) *
<p><b>3</b></p> <p>Social outcomes for women, children, youths, persons with disabilities, and other vulnerable groups in the communities improved.</p>	<p>3.1.3. Undertake an updated Study on the prevalence of GBV (EVAW) and costed analysis of GBV in Samoa.</p> <p>3.1.4. Behavioral change communication implementation including strengthening BCC taskforce.</p> <p><b>3.2. Improving childcare and protection services.</b></p> <p>3.2.1 Facilitate through the sector mechanisms the effective and efficient implementation of the National Childcare and Protection in Samoa.</p> <p>3.2.2 Review and finalise the Childcare and Protection Bill.</p> <p>3.2.3 Finalize and implement the Early Childhood Development Framework</p> <p><b>3.3. Developing the social protection systems, especially social welfare in Samoa.</b></p> <p>3.3.1 In response to the National Social Protection Policy Framework, develop a social welfare system for Samoa as a function that the sector will absorb and develop for Samoa and its community.</p> <p>3.3.2 Develop and implement as part of the overall social welfare system (developed under 3.3.1) an integrated Management Information System for Social Welfare in Samoa.</p> <p>3.3.3 Develop a regular Social Statistics Status Report to conduct a thorough assessment of Samoa's social services. This report should include not only a statistical profile, but a status update on the reach and effectiveness of existing services. It will evaluate the nature, extent, coverage, efficiency, and impact of these services, with a particular focus on their accessibility to and effects on key demographic groups including women, children, youth, persons with disabilities and vulnerable groups. The aim is to provide detailed insights that will help in enhancing the delivery and impact of social services across Samoa.</p> <p>3.3.4 Formalize as part of the sector-wide approach, public private partnerships for the delivery of social services that can be delivered by non-government and civil society sector members.</p>		<p>➤ 90 children in out-of-home alternative care.</p> <p>➤ 90 children in conflict with the law.</p> <p>➤ 902 of children not at school.</p> <p>➤ 2.3% population covered by formal social protection.</p> <p>➤ 12 number of social protection measures.</p> <p>➤ 32% population accessing social services for social protection.</p> <p>➤ Others - NA</p> <p><b>Targets (2027/28)</b></p> <p>➤ Percentage of women subjected to domestic violence.</p> <p>➤ Number of programs implemented to address gender-based violence.</p> <p>➤ Rate of the implementation of the National Policy on Gender Equality and Rights of Women and Girls 2021-2031.</p> <p>➤ Effectiveness and efficiency of services and response system on addressing family/domestic violence.</p> <p>➤ Number of children experiencing violence and abuses in the family.</p> <p>➤ Number of children experiencing corporal punishment at school.</p> <p>➤ Reported cases of child sexual abuse (reported to police).</p> <p>➤ Number of child street vendors.</p> <p>➤ Number of children neglected by parents/families.</p> <p>➤ Number and conditions of children in out-of-home alternative care.</p> <p>➤ Number of children in conflict with the law.</p> <p>➤ Number of children not at school.</p> <p>➤ Proportion of population (disaggregated by gender, age, groups, etc.) covered by formal social protection.</p> <p>➤ Number of social protection measures.</p> <p>➤ Number of population (and by targeted groups) accessing social services for social protection</p> <p>➤ Number of districts/village structures supported to implement BCC interventions</p> <p>➤ Number of people of reproductive age who were reached with BCC messages over the past year (disaggregated by sex, age, disability)</p>	
	<p><b>3.4. Enhancing Family Life Education through out-of-school programs for youth.</b></p> <p>3.4.1 Development and roll out of community engagement strategy</p> <p>3.4.2 Develop and roll-out a prototype App on SRHR/FP for young people</p>			



<p><b>4</b></p> <p>sector coordination and partnerships with effective risk management, monitoring and evaluation strengthened</p>	<p><b>4.1. Revitalise and strengthening of the sector coordination mechanisms.</b></p> <p>Reactivate the Community Sector Advisory Committee and review its membership to ensure broad sector representation and inclusivity. Establish clearly defined terms of reference and schedule quarterly meetings to maintain regular oversight and engagement.</p> <p>Reinstate the sector coordination division/unit of the MWCSD and strengthen the coordination, secretariat, technical advisory, monitoring, and evaluation roles of the division/unit; and for PSC to approve reinstatement.</p> <p>Hold annual meetings of the sector members and partnerships to engage with and dialogue on, key critical development issues of the sector, to inform sector members and partnerships on development progress and ongoing plans for the sector, and to build awareness of issues and development progress of the sector and collaboration as a sector.</p> <p><b>4.2. Developing strategic alliances and partnerships of the sector</b></p> <p>4.2.1. Partnership Landscape Assessment: assess the current landscape of partnerships and strategic alliances within the sector, including the District Councils to identify gaps and opportunities for enhancing partnerships to achieve the sector's development objectives. This includes enhancing the capacity and effectiveness of sector strategic alliances and partnerships, including collaboration with local and development partners, to ensure robust support for the implementation of the sector plan. This involves fostering closer relationships, clarifying roles and responsibilities, and leveraging resources and expertise to drive progress.</p> <p>4.2.2. Capitalize on Sector Partnerships for Coordination and Reporting: Leverage existing sector partnerships to facilitate the efficient coordination and timely collection of data for Samoa's reporting obligations under international frameworks such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Convention on the Rights of the Child (CRC), and the Convention on the Rights of Persons with Disabilities (CRPD). By utilizing these partnerships, ensure that progress monitoring and reporting processes are streamlined and aligned with international standards.</p> <p><b>4.3. Providing the enabling environment for the sector to develop, foster and sustain.</b></p> <p>4.3.1 Assess Policy and Legislative Framework: Undertake a thorough assessment of the existing policy and legislative framework within the sector to pinpoint any gaps and areas requiring development. This evaluation will help identify and prioritize the most pressing policy and legislative needs to focus on, ensuring alignment with sectoral objectives and facilitating targeted interventions for effective governance and regulation. Create an interactive online portal or platform, potentially integrated with the Ministry's website, to facilitate seamless information sharing among donors, stakeholders, and sector participants. This platform will serve as a centralized hub for uploading and accessing opportunities that align with the objectives and activities outlined in the sector plan. By enabling efficient communication and collaboration, the portal will enhance support for the sector's initiatives and promote synergy among stakeholders.</p>	<p>Improved sector coordination.</p> <ul style="list-style-type: none"> <li>➤ Improved sector partnerships and strategic alliances</li> <li>➤ Improved enabling environment for the sector.</li> <li>➤ Improved sector monitoring and evaluation.</li> </ul>	<p><b>Baseline (2023/24)</b> NA</p> <p><b>Targets (2027/288)</b></p> <ul style="list-style-type: none"> <li>➤ Stakeholder and member perception of the sector as a whole in terms its coordination and working culture.</li> <li>➤ Stakeholder and member perception of working in partnerships as a sector.</li> <li>➤ Stakeholder and member perception of the existing sector environment.</li> <li>➤ M&amp;E system established and used to inform sector policy, legislation, programming and activities.</li> <li>➤ Sector Coordination Division/Unit established and resourced</li> <li>➤ Community Sector Capacity Development Plan resourced and implemented.</li> </ul> <p><b>2,775,000</b></p>
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STRATEGIC OUTCOMES	STRATEGIES AND ACTIVITIES	OUTPUTS	INDICATORS & TARGETS	(SAT\$) *
<p><b>4</b></p> <p>Sector coordination and partnerships with effective risk management, monitoring and evaluation strengthened</p>	<p>4.3.2 Deploy a data portal for uploading reports and datasets related to funded services. This platform streamlines submissions, uses analytics for insights, and enhances efficiency in report generation. It empowers stakeholders with actionable information.</p> <p>4.3.3 Assess and Enhance Sector Partners' Capacity: Undertake a thorough analysis of capacity gaps and needs among sector partners using the PSC skills gap assessment methodology. Leverage tailored courses and modules available at NUS to effectively address identified capacity gaps. Alternatively, integrate an e-learning platform into the Ministry's website, hosting pertinent modules. This approach ensures accessible and targeted capacity-building opportunities, fostering continuous learning and skill enhancement among sector,</p> <p><b>4.4. Improving sector monitoring, evaluation and risk management.</b></p> <p>4.4.1 Develop a monitoring and evaluation system for the sector. This includes the development of the following M&amp;E tools for the sector - good governance index, vulnerability index, gender inequality index, disability-inclusive index, Child Protection Index.</p> <p>4.4.2 Develop an integrated data management information system of the sector capturing all the data collection requirements of the sector including regular updating of data.</p> <p>4.4.3 Using the developed M&amp;E system of the sector, ensure ongoing monitoring and regular evaluation of the sector development agenda as set out in this sector plan.</p> <p>4.4.4 Utilize the analysis and findings from M&amp;E data and information to inform learnings on sector development initiatives and areas for improvement across the sector.</p> <p>4.4.5 Ensure that M&amp;E reports are submitted to the Community Sector Advisory Committee to inform their governance and leadership oversight of the sector and its ongoing development agenda.</p> <p>4.4.6 Risk Management Strategy- Integrate a risk management component into the M&amp;E system to identify, assess, and mitigate potential risks to sector development initiatives. Regular risk assessments should be conducted, and mitigation measures implemented to ensure the successful implementation of the sector plan. Additionally, establish protocols for addressing unforeseen challenges and adapt the sector plan accordingly to maintain progress towards development goals.</p>			
<b>TOTAL</b>				\$220,695,000

\* See Annexes 1 – 2 for the details on implementation activities, budget, costings, and key performance indicators.



# FRAMEWORK FOR IMPLEMENTATION AND OVERSIGHT

## 15. Multi-year Operational Plan

The Activity Implementation Plan, detailed in Annex 1, is integral to operationalizing the Sector Plan, serving as the primary strategic and policy framework guiding the entire sector. Full integration and institutionalization within the policy, planning, and implementation systems of key sector agencies and stakeholders are necessary. This includes alignment with agency annual work plans, budget preparations, review and evaluation processes, and developmental programs, cascading through various levels to facilitate operational im-

plementation by different agencies. Flexibility within the Sector Implementation Plan is crucial for ongoing learning and improvements, making the Activity Implementation Plan a dynamic, rolling document that is regularly updated and adapted to remain relevant and incorporate lessons learned from past implementations. Continuous review of key implementer roles is essential throughout the Sector Plan's duration to ensure effectiveness and alignment with strategic goals.

## 16. Governance

The execution of the Community Sector Plan (CSP) is managed through a comprehensive institutional framework that integrates various government agencies, the private sector, and civil society, including community organizations and individuals. Each entity contributes unique interests, mandates, capacities, and resources. The Ministry of Women, Community, and Social Development (MWCSD) provides strategic leadership and coordination, essential for the effective implementation of this sector-wide approach. This central leadership is supported by the collaborative efforts of key stakeholders through the Community

Sector Advisory Committee (CSAC) and Sub-Sector Working Groups (SWGs), as outlined in the CSAC Terms of Reference in Annex 8.

Enhancing strategic leadership and governance is critical for the successful adoption and progression of the CSP. This requires integrating the diverse interests and capabilities of all stakeholders to maintain effective oversight. It is fundamental to foster a shared understanding and ownership of the plan's vision, goals, outcomes, strategies, and anticipated change processes. Clearly defining the responsibilities for



implementing each strategy and activity ensures that all participants understand how their contributions support the overall objectives of the CSP. Continuous monitoring and evaluation are necessary to clarify how these actions align with strategic goals. The Activity Implementation Plan in Annex 1 outlines strategies and activities aimed at bolstering governance and implementation arrangements, underscoring the leadership role of the MWCSO.

The governance and implementation structure of the sector plan is in Figure 6 "Community Sector Plan 2023–2028 Governance and Implementation Structure".

### 1. Top Level: Strategic Leadership

- Ministry of Women, Community, and Social Development (MWCSO)
  - **Role:** Provides strategic leadership and coordination.
  - **Functions:** Ensures effective implementation, guides sector-wide approach.

### 2. Advisory and Coordination Bodies

- Community Sector Advisory Committee (CSAC)
  - **Role:** Advises on sector strategies and policies.

- **Functions:** Ensures alignment with sector objectives, reviews progress.

- Sub-Sector Working Groups (SWGs)

- **Role:** Coordinate specific sector areas.

- **Functions:** Implement sector activities, provide feedback.

### 3. Implementation Agencies

- Government Agencies

- **Role:** Execute sector activities.

- **Functions:** Integrate sector plans into agency work plans and budgets.

- Private Sector

- **Role:** Partner in sector activities.

- **Functions:** Provide resources and expertise.

- Civil Society and Community Organizations

- **Role:** Grassroots implementation and advocacy.

- **Functions:** Mobilize community participation, deliver services.

### 4. Operational Level

- Activity Implementation Plan (Annex 1)

- **Role:** Guide operational implementation.

- **Functions:** Detail strategies and activities, ensure alignment with objectives.

Figure 6: Community Sector Plan 2023–2028 governance and implementation structure





The sector working groups are organized according to Table 2 below, with an indicative list that each Sub-sector working group should review regularly to ensure comprehensive representation and inclusivity, includ-

ing the voices of minority groups. Each Sub-sector will submit a list of registered members to the Sector Secretariat for record-keeping, reporting, and resource mobilization.

Table 2: Sub-sector Working Groups.

SUB-SECTOR 1 Good governance & inclusive development	SUB-SECTOR 2 Empowerment of women, children, youth, disabilities & others	SUB-SECTOR 3 Social outcomes for women, children, youth, disabilities & others	SUB-SECTOR 4 Sector Coordination
<ul style="list-style-type: none"> <li>➤ SUNGO</li> <li>➤ SNs and SMs</li> <li>➤ District Councils</li> <li>➤ MNRE</li> <li>➤ MPMC</li> <li>➤ MAF</li> <li>➤ STA</li> <li>➤ OAG</li> <li>➤ MJCA</li> <li>➤ SLRC</li> </ul>	<ul style="list-style-type: none"> <li>➤ Chamber of Commerce</li> <li>➤ Samoa Business Hub</li> <li>➤ NCW</li> <li>➤ WIBDI</li> <li>➤ NOLA</li> <li>➤ SNYC</li> <li>➤ STNs</li> <li>➤ SFA</li> <li>➤ MCIT</li> <li>➤ MCIL</li> </ul>	<ul style="list-style-type: none"> <li>➤ Salvation Army</li> <li>➤ Loto Taumafai</li> <li>➤ Aoga Fiamalamalama</li> <li>➤ ADRA</li> <li>➤ Soul Talk</li> <li>➤ Tofa Sinasina</li> <li>➤ SSWFT</li> <li>➤ Samoa Red Cross</li> <li>➤ Goshen Trust</li> <li>➤ National Council of Churches</li> <li>➤ NOLA</li> <li>➤ SFHA</li> <li>➤ SFA</li> <li>➤ FAIVA</li> <li>➤ NCW</li> <li>➤ SVSG</li> <li>➤ MOH</li> <li>➤ MESG</li> <li>➤ STNs</li> </ul>	<ul style="list-style-type: none"> <li>➤ MFAT</li> <li>➤ CSSP</li> <li>➤ PSC</li> <li>➤ MOF</li> <li>➤ SBS</li> <li>➤ NUS (Research)</li> <li>➤ DFAT Tautua</li> <li>➤ Tautai Program (DDP)</li> <li>➤ UNFPA</li> <li>➤ UNWomen</li> <li>➤ UNICEF</li> <li>➤</li> </ul>

## 17. Resourcing and Funding

Annex 1 presents a costed implementation plan for the Sector Plan over its five-year lifespan, emphasizing the need for government leadership support and dedicated budget allocation. The financing strategies for implementing the Sector Plan include:

- Government funds specifically allocated to the sector, including the Decentralized Development Program (DDP) for the 51 electoral constituencies.
- Reallocation of existing funded outputs and activities.

- Cost recoveries from sector-related services.
- Seeking financial and technical assistance through bilateral and multilateral agreements with development partners at national, regional, and global levels.

To facilitate major development reforms outlined in the Sector Plan, it is crucial to secure both technical and financial support through these bilateral and multilateral partnerships.



## 18. Monitoring, Evaluation and Reporting

### Framework Overview

The Monitoring, Evaluation & Reporting Framework (MERF) for the Sector Plan is detailed in **Annex 2**. It identifies key implementation risks and outlines remedies, adhering to government and development partners' MERF policies. The Sector Secretariat leads the MERF with strategic support from the Sub-Sector Working Groups (SWGs) and the Community Sector Advisory Committee (CSAC), as illustrated in **Figure 6**.

### Data Sharing and Reporting

Effective implementation improvement and planning for future initiatives require sharing data and insights on progress and lessons learned. Accurate collection and maintenance of MERF data are crucial for producing evidence-based reports that document sector progress and guide further improvements.

### Annual Planning and Budgeting

Annual work plans and budgets of the SWG agencies are central to monitoring results. The CSAC, supported by stakeholders, oversees the implementation, ensuring alignment with broader government planning and budgetary processes.

### Regular Reporting

The Sector Coordinator prepares biannual and annual reports, which the Secretariat facilitates to inform

the CSAC and stakeholders about achievements and challenges. Reports should include comprehensive updates and narrative summaries aligned with MERF objectives, highlighting lessons learned and future directions.

### Annual Reviews

Annual reviews conducted in the fourth quarter assess and inform revisions to the implementation plan for the upcoming year. In the Sector Plan's final year, this review serves as a final assessment. Reviews, driven by the CSAC and operationalized through the SWGs, incorporate feedback from all key stakeholders, focusing on progress and necessary adjustments to the Activity Implementation Plan.

### Evaluations

To maintain momentum and ensure continuous improvement, regular independent evaluations are essential. The Sector Plan includes both mid-term and final evaluations to assess progress and plan next steps, reflecting on the systemic, institutional, social, and behavioral changes required, as well as the support needed for successful integration and implementation of the plan activities. Ongoing evaluations provide critical feedback for continued refinement and enhancements.

## 19. Risk Management

Effective management and oversight of the Community Sector require vigilant monitoring of its current situation and the adoption of strategic measures to address and mitigate risks and challenges in implementation and achieving expected outcomes.

Based on evaluation and review findings, significant risks have been identified within the Community Sector. Key among these are issues related to ownership and buy-in at political, senior executive, and community stakeholder levels. Additionally, financial stability,

sector coordination, vulnerability to natural shocks, and staff absorptive capacity are also recognized as high-risk areas.

To address these challenges, the sector must focus on strengthening the capacity of both staff and community-based agents. Enhancing skills and knowledge in areas such as communication, resource mobilization, coordination, and partnership effectiveness is essential. Immediate strategies include fortifying leadership within the MWCSA and reinforcing its community sector functions as the leading agency.

Moreover, the sector will prioritize the upskilling of human capacity by identifying and leveraging opportunities for training and development. By equipping staff and community agents with the necessary skills and knowledge, the sector aims to improve resilience, enhance operational efficiency, and ensure the successful achievement of its goals.

Also refer to Annex 3 which details the community sector risk management plan.

## 20. Key Resources and Documents Supporting the Sector Plan

1. Beijing Platform for Action Report 2019
2. CEDAW legislative compliance review
3. CEDAW Samoa National Report, 2018 and concluding comments.
4. Child protection base line study report (and recommendations), 2013
5. CRC 2016 and concluding comments.
6. CRC legislative compliance review
7. CRPD and implementation plan, 2016)
8. CRPD legislative compliance review
9. DHS/MICS preliminary results (2019)
10. Disability Monograph 2020 and policy briefs
11. Family Safety Study 2001 & 2017
12. Gender Monograph, 2020, and policy briefs
13. Human Rights Status Reports and their recommendations (NHRI)
14. Law Reform reports and their recommendations
15. Local Economic Development (LED) framework report, 2020.
16. Markets 4 Change project document (2021)
17. NHRI and Ombudsman National Enquiry into Family Violence Report, 2018
18. ONEUN-YEP project document and final report 2020
19. Pathway for the Development of Samoa (PDS) 2021-2026
20. Persons with Disability employment & training plan, 2019
21. Samoa 2040 (Development) Vision
22. Samoa Country Gender Profile 2020, (ADB unpublished)
23. Samoa National Policy for Community Economic Development 2021-31
24. Samoa National Policy for Family Safety: Elimination of Family Violence 2021-31
25. Samoa National Policy for Persons with Disability 2021-31
26. Samoa National Policy on Childcare and Protection 2021-31
27. Samoa National Policy on Gender Equality and Rights of Women and Girls 2021-31
28. Samoa National Policy on Inclusive Governance Policy 2021-31
29. Sector Plans (13 sectors in Samoa)
30. National Social Protection Policy Framework (2023)
31. Special working group on situation of women in Samoa report (2018)
32. SPOTLIGHT project document (2019)
33. VNR 2020 (SDG's)
34. WILS project document (2019)

## 1. Activity Implementation Plan and Budget

<i>Sector Vision:</i> A peaceful, resilient and thriving community for all Samoans, now and into the future. <i>Sector Mission:</i> Empowering communities to lead inclusive and sustainable development that enhances progress, resilience, harmony and growth. <i>Sector Goal:</i> To enhance inclusive governance, economic empowerment and improved social outcomes for our communities whilst sustaining our environment.																								
Strategic Outcomes, Strategies and Actions	Year 1				Year 2				Year 3				Year 4		Facilitating agency	Implementing partners	Budget (SAT\$)				Inputs and Budget Descriptions			
	2024/2025				2025/2026				2026/2027				2027/2028				Total	2024/2025	2025/2026	2026/2027		2027/2028		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2									Q3	Q4
<b>Strategic Outcome 1: Good governance and inclusive development at the community level fostered.</b>																								
<b>1.1. Strengthening community governance institutions including good governance and inclusive development practices within these institutions.</b>																								
1.1.1. Conduct a stock take and assessment of good governance and inclusive development practices by village governance institutions.	x	x	x	x													MWCSD	NUS SUNGO Tautai Tautua	150,000	-	-	-	150,000	One-off cost
1.1.2. Utilize online mechanism to publish village by-laws for public access (e.g. Savali and MWCSD website)		x	x		x	x			x	x			x				MWCSD	MJCA, AG, SLRC, NHRI, LA, ADB	50,000	50,000	50,000	50,000	200,000	Cost of set-up and annual maintenance and updates
1.1.3. Develop village good governance and inclusion index re principles, policies and procedures based on the result of Activity 1.1.1.																	MWCSD SUNGO	SBS Tautai Tautua	70,000	70,000	70,000	70,000	280,000	Annual estimate
1.1.4. Develop a centralized data management system of village-based community development programs/projects and practices. [Ensure that data collected and analyzed is disaggregated by types of institutions, age, gender, types of development, and other key variables].	x																MWCSD Sub-sector working group	Sub-sector working group	50,000	50,000	50,000	50,000	200,000	Cost of set-up and annual maintenance and updates
1.1.5. Develop and implement a village governance capacity development program aimed at strengthening knowledge and applications of good governance and inclusive development at the village community levels.		x															MWCSD SUNGO	Tautai Training providers MOF	100,000	100,000	100,000	100,000	400,000	Estimate
<b>Indicative budget for Strategy 1.1.</b>																		420,000	270,000	270,000	270,000	1,230,000		













3.2. Improving childcare and protection in Samoa.																					
3.2.1. Facilitate through the sector mechanisms the effective and efficient implementation of the National Childcare and Protection in Samoa.	x	x	x	x	x	x	x	x	x	x	x	x	x	Sub-sector working group Donor partners	100,000	100,000	100,000	100,000	100,000	400,000	Annual estimate
3.2.2. Childcare and Protection Bill endorsed	x	x	x	x	x	x	x	x	x	x	x	x	x	Sub-sector working groups UNICEF	100,000	-	-	-	100,000	100,000	Annual estimate
Total Indicative Budget for Strategy 3.2.														200,000	100,000	100,000	100,000	500,000			
3.3. Strengthening the social protection systems, especially social welfare in Samoa.																					
3.3.1. In response to the National Social Protection Strategy/Policy, develop and implement a social welfare system for Samoa as a function that the sector will absorb for Samoa and its community.	x	x	x	x	x	x	x	x	x	x	x	x	x	MWCS MOF	500,000	-	-	-	500,000	Initial assessment and follow-up assessment	
3.3.2. Develop and implement as part of the overall social welfare system (developed under 3.3.1) an integrated Management Information System for Social Welfares in Samoa.	x	x	x	x	x	x	x	x	x	x	x	x	x	NPF, ACC, MOH, MESC, Sub-sector working groups Donor partners	50,000	50,000	50,000	50,000	200,000	Initial system set-up and annual maintained and updates	
3.3.3. Conduct a comprehensive overall stock take and assessment of the nature, extent, coverage, effectiveness, efficiency and impacts of existing social services in Samoa, and with a specific analysis of how those services are reached by, and impact on, women, children, youth, persons with disabilities, and others.														Sub-sector working groups donor partners	-	100,000	-	-	100,000	Initial assessment and follow-up assessment	
3.3.4. Formalize as part of the sector-wide approach, public private partnerships for the delivery of social services that can be delivered by non-government and civil society sector members.	x	x	x	x	x	x	x	x	x	x	x	x	x	Sub-sector working groups Donor partners	50,000	50,000	50,000	50,000	200,000	Annual estimate	
Total Indicative Budget for Strategy 3.3.														150,000	100,000	100,000	200,000	550,000			
3.4. Improving Family Life Education through out of school programs for youth																					
3.4.1. Development and roll out of Community Engagement Strategy	x	x	x	x	x	x	x	x	x	x	x	x	x	Sub-sector working groups Donor partners	10,000	10,000	10,000	10,000	40,000	Annual Estimate	
3.4.2 Develop and roll-out a prototype App on SRHR/FP for young people	x	x	x	x	x	x	x	x	x	x	x	x	x	Sub-sector working groups Donor partners	10,000	10,000	10,000	10,000	40,000	Annual Estimate	
Total Indicative Budget for Strategy 3.4.														20,000	20,000	20,000	20,000	80,000			
Indicative Budget for Strategic Outcome 3.														16,80,000	1,240,000	1,350,000	1,320,000	5,590,000			



4.2.3. Capitalising on the sector partnerships in 4.2.3, ensure the effective, efficient and timely coordination of sector progress and data collection for Samoa's reporting under the CEDAW, CRC and CRPD.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	50,000	500	-	-	100,000	Annual estimate	
Total Indicative Budget for Strategy 4.2.																										
<b>4.3. Providing the enabling environment for the sector to develop, foster and sustain.</b>																										
4.3.1. Assess the policy and legislative framework of the sector to identify gaps and policy and legislative development needs of the sector.																										Initial and mid-term assessments
																				100,000	-	100,000	-	200,000		
4.3.3. Assess the sector capacity development gaps and needs, including research and knowledge building needs, develop and implement a sector capacity development plan/strategy.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	100,000	100,000	100,000	400,000			
Total Indicative Budget for Strategy 4.3.																										
<b>4.4. Improving sector monitoring and evaluation.</b>																										
4.4.1. Develop a monitoring and evaluation system for the sector. This includes the development of the following M&E tools for the sector - good governance index, vulnerability index, gender inequality index, disability-inclusive index, Child Protection Index.																										Annual estimate
																				100,000	-	-	-	100,000		
4.4.2. Develop an integrated management information system of the sector capturing all the data collection requirements of the sector including regular updating of data	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	50,000	50,000	50,000	200,000			
4.4.3. Using the developed M&E system of the sector, ensure ongoing monitoring and regular evaluation of the sector development agenda as set out in this sector plan.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	100,000	100,000	100,000	400,000			
4.4.4. Utilise the analysis and findings from M&E data and information to inform learnings on sector development initiatives and areas for improvement across the sector.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	50,000	50,000	50,000	200,000			
4.4.5. Ensure that M&E reports are submitted to the Sector Advisory Committee to inform their governance and leadership oversight of the sector and its ongoing development agenda.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	50,000	50,000	50,000	200,000			
Total Indicative Budget for Strategy 4.4.																										
Total Indicative Budget for Strategic Outcome 4.																										
<b>Grand Total</b>																										

## 2. Monitoring, Evaluation and Reporting Framework

**Sector Vision:** A peaceful, resilient and thriving community for all Samoans, now and into the future.

**Sector Mission:** Empowering communities to lead inclusive and sustainable development that enhances progress, resilience, harmony and growth.

**Sector Theme:** Empowering communities to lead inclusive development that enhances progress, resilience, harmony and growth.

**Sector Goal:** To enhance inclusive governance, economic empowerment and improved social outcomes for our communities.

Indicator	Measure	Baseline	2024/2025				2027/2028	Means of verification	Risks	Strategies to manage risks
			2024/2025	2025/2026	2026/2027	2027/2028				
<b>OUTCOME LEVEL</b>										
Good governance and inclusive development enhanced.	Good Governance & Inclusion Index <sup>19</sup>	NA (2023)				8	Data and statistics from MICIL, SBS HIES, MWCSD Sector Working Group andDDP Working Group.	Lack of attention to developing these indexes as per M&E needs .	MWCSD Sector Coordination Division, CSSC and Working Group to put priority on M&E as a vital component of the sector-wide approach and the sector plan	
Income & employment generation enhanced.	Number of income and employment generation in communities.	NA (2023)				1000				
Vulnerability decreased/ resilience increased.	Vulnerability Index	40% (2022) <sup>20</sup>		35%		30%				
Gender equality improved.	Gender Inequality Index	99 (2023) <sup>21</sup>				86				
Disability-inclusion improved	Disability-Inclusive Index <sup>22</sup>	NA (2023)				30%				
Childcare and protection improved.	Child Protection Index <sup>23</sup>	NA (2023)				30%				

<sup>19</sup> This needs to be developed for Samoa and the sector. Once the index is developed and set, the targets for the each of the years of the plan should be specified. For the time being while the index is not yet developed, an index of 10 (as the maximum rating) is assumed to be used for the time being before the index is fully developed.

<sup>20</sup> see Review of Samoa and Development of Social Protection Systems in Samoa Report 2021 (Bazlul, 2021), UNDP, Samoa.

<sup>21</sup> Samoa is ranked 99 (out of 170 countries). See <https://evaw-global-database.unwomen.org/en/countries/oceania/samoa?formofviolence=8515cf150ea5492dae288009fb662484>.

<sup>22</sup> This needs to be developed for Samoa and the sector. It is difficult to do a target given limited information on the subject.

<sup>23</sup> This needs to be developed for Samoa and the sector. It is difficult to do a target given limited information on the subject.



OUTPUT LEVEL											
Strategic Outcome 1: Good governance and inclusive development at the community level fostered.											
<b>Gender inequality decreased.</b>	% of women on village councils.	5% (2016)						10%	Data and statistics from SBS, MJCA, MCL, PSC, MWCSD (DDP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
	% of women on district councils.	35% <sup>24</sup> (2023)						50%			
	% of village councils with bylaws incorporating gender equality measures.	13% <sup>25</sup> (2023)						35%			
<b>Improved practice of good governance and inclusive development.</b>	% of villages complied with good governance and inclusion index.	NA (2023)									
	% of villages with published bylaws and are recognised as part of the legal system in Samoa.	NA (2023)									
	Number of DDP complied with the DDP policies and procedures.	96% <sup>26</sup>						80%			
	Number of DDP addressing GEDSI issues.	NA (2023)									
<b>Improved capacity of district councils and village community institutions in the DDP.</b>	Rate of implementation of the National Inclusive Governance Policy 2021-2031										
	Number of districts with well-developed district development plans and village/community development projects/initiatives aligned to the district development plans.	100% <sup>27</sup>						80%			
	Number of DDP assessed as effective/successful in their implementation rating.	NA (2023)									

24 DDP M&E Report 2023.

25 Annual Report FY22/23.

26 DDP Quarter 4 Report FY22/23

27 DDP Quarter 3 Report FY22/23



Strategic Outcome 2: Empowerment of all especially women, youth, persons with disabilities, and other vulnerable groups enhanced.										
<p><b>Increased women opportunities in Samoa.</b></p>	<p>22% women matai 40% of current women MPs are also members of cabinet 40% women CEOs in SOEs 57% women CEOs in government ministries 28% proportion of women on SOE Boards (VNR 2020)</p>						<p>30% matai women MPs are members of cabinet 50% women CEOs in SOEs 60% women CEOs in government ministries 30% women in SOE Boards</p>	<p>Data and statistics from MWCSD and other sector members' data/information.</p>	<p>Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.</p>	<p>Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.</p>
	<p>Number/proportion of women in leadership and management roles (government, private sector, civil society).</p>									
	<p>Female employment rate.</p>	<p>32% (2017)</p>						<p>37%</p>		
	<p>Number of programs implemented to advance women opportunities.</p>	<p>NA (2023)</p>								
	<p>Rate of the implementation of the National Policy on Gender Equality and Rights of Women and Girls 2021-2031.</p>	<p>NA (2023)</p>								
	<p>Number of sectors and sub-sectors with mainstreamed gender.</p>	<p>NA (2023)</p>								
	<p>Number of sectors and sub-sectors with effective gender mainstreaming applications/ implementation.</p>	<p>NA (2023)</p>								
	<p>Youth employment/unemployment rate.</p>	<p>31.9% (2017)</p>						<p>26%</p>		
	<p>NEET youth rate.</p>	<p>37% (2017)</p>						<p>34%</p>		
	<p>Number of programs targeting youth development.</p>	<p>NA (2023)</p>								
<p>Rate of the implementation of the National Youth Policy</p>	<p>NA (2023)</p>									
<p><b>Increased opportunities for youth</b></p>								<p>Data and statistics from MWCSD and other sector members' data/information.</p>	<p>Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.</p>	<p>Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.</p>





Strategic outcome 3: Social outcomes for all especially women, children, youth, persons with disabilities, and other vulnerable groups in the communities improved.											
<b>Decreased in family/ domestic violence.</b>	Percentage of women subjected to domestic violence.	52.3% (2020)						50%	Data and statistics from MWCSD and other sector members' data/information.	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
	Number of programs implemented to address gender-based violence.	1 (2023)									
<b>Improved childcare and protection in Samoa.</b>	Rate of the implementation of the National Policy on Gender Equality and Rights of Women and Girls 2021-2031, National Family Safety Policy: Ending Family Violence 2021-2031 and the National Prevention Framework.	NA (2023)									
	Effectiveness and efficiency of services and response system on addressing family/domestic violence.	NA (2023)									
	Number of children experiencing violence and abuses in the family.	9 (out of 10) (2018)						4 (out of 10)	Data and statistics from MWCSD and other sector members' data/information.	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
	Number of children experiencing corporal punishment at school.	41% (2018)						36%			
	Reported cases of child sexual abuse (reported to police).	105 (2017)						130			
	Number of child street vendors.	106 (2017)						81			
	Number of children neglected by parents/families.	100 (2018)						75			
	Number and conditions of children in out-of-home alternative care.	90 (2018)						66			
	Number of children in conflict with the law.	90 (2015)						66			
	Number of children not at school.	902 (2016)						837			



<b>INPUTS</b>							
<b>1.1. Strengthening community governance institutions including good governance, inclusive and sustainable development practices within these institutions.</b>							
<p><b>Understanding of the practice of good governance and inclusive development by community governance institutions.</b></p>	<p>▶ Number of Stocktake and assessment findings disseminated and utilised to inform appropriate policy and programming responses.</p>	NA (2023)				<p>Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.</p>	<p>Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.</p>
	<p>▶ Number of community governance institutions increase knowledge on good governance</p>						
<p><b>Formal recognition of bylaws as part of Samoa's overall governance and legal system.</b></p>	<p>Number of Publication of by-laws (paper and online) for public access.</p>	NA (2023)				<p>Data, statistics and information from SUNGO, MWCSD (DDP)</p>	
<p><b>Village good governance index.</b></p>	<p>Number of village good governance index developed and published.</p>	NA (2023)				<p>Data, statistics and information from SUNGO, MWCSD (DDP)</p>	
<p><b>Registration/data management system of village-based community development programs/ projects and practices.</b></p>	<p>Number of registration/ data management system of village-based community development programs/projects and practices developed and used.</p>	NA (2023)				<p>Data, statistics and information from SUNGO, MWCSD (DDP)</p>	
<p><b>Village governance capacity development programs.</b></p>	<p>Number of Village governance capacity development program developed and implemented.</p>	NA (2023)				<p>Data, statistics and information from SUNGO, MWCSD (DDP)</p>	
<p><b>Status of the implementation of the National Inclusive Governance Policy.</b></p>	<p>Implementation assessment reports to determine what has been done, effectiveness of actions/measures taken, and way forward.</p>	NA (2023)				<p>Data, statistics and information from SUNGO, MWCSD (DDP)</p>	

1.2. Developing the capacity of district councils and village community institutions in facilitating effective and efficient implementation of the district development programs and other development initiatives.									
Understanding of the DDP contribution to village community development needs.	Number of Independent assessment completed with findings informing better formulation and implementation of the DDP.	NA (2023)					Data, statistics and information from SUNGO, MWCSD (DDP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.
Capacity development of district councils and village community institutions for the DDP.	Number of Capacity development program developed, implemented, monitored and evaluated.	NA (2023)					Data, statistics and information from SUNGO, MWCSD (DDP)		
1.3. Fostering inclusive and sustainable development and employment opportunities in communities. (Also refer to separate MELA Framework for the DDP for further breakdown of indicators)									
Understanding of the extent of income generation and employment opportunities at the local community level.	Number of Stocktake and assessment completed with findings informing further income and employment generation opportunities.	NA (2023)					Data, statistics and information from SBS,MCIL,COC, MWCSD (DDP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.
Effective dissemination of the DDP annual funds to all 51 districts	Gaps identified and informing DDP and other programs/initiatives aimed at improving development areas of the DDPs (social, economic, environment and infrastructure)	NA (2023)					Data, statistics and information from SBS,MCIL,COC, MWCSD (DDP)		
1.4. Enhancing resilience and capacity of civil society cooperatives in fostering sustainable, innovative, and resilient development initiatives and essential services in the community.									
Understanding of the scope and coverage of civil society cooperatives working in the sector.	Mapping completed with findings and implications used to inform sector policy and programming responses and activities.	NA (2023)					Data, statistics and information from SBS,NCC, MWCSD (DDP&DSD)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
Understanding of the resilience and capacity levels of civil society cooperatives.	Assessment of the resilience and capacity levels completed with findings informing sector policy and programming responses and activities.	NA (2023)					Data, statistics and information from SBS,NCC, MWCSD (DDP&DSD)		



Capacity development of civil society cooperatives in fostering sustainable, innovative, and resilient development initiatives and essential services in the community.	Number of capacity development strategy developed, implemented, monitored and evaluated for impact contribution and learning.	NA (2023)							Data, statistics and information from SBS,NCC, MWCSO (DDP&DSD)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
<b>2.1. Increasing development and income generating opportunities for women.</b>											
Understanding of the status of women (in all walks of life) in Samoa.	Database/registry of women in Samoa completed and updated.	NA (2023)							Data, statistics and information from SBS,MCIL,COC, MWCSO (DDP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
Status with the implementation of the National Policy on Gender Equality and Rights of Women and Girls 2021-2031 in addressing women development.	Number of implementation assessment reports to determine what has been done, effectiveness of actions/measures taken, and way forward in addressing women development.	NA (2023)							Data, statistics and information from SBS,MCIL,COC, MWCSO (DDP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
Status of gender mainstreaming in Samoa	Gender mainstreaming strategy developed and used to determine scope and effectiveness of across-sector gender mainstreaming.	NA (2023)							Data, statistics and information from PSC,COC, MWCSO (DDP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
<b>2.2. Improving development opportunities for children and development and income generating opportunities for youth.</b>											
Understanding of the Samoa youth and children profile.	Database/registry for children and youth profile completed and is being used.	NA (2023)							Data, statistics and information from SBS,MCIL,COC, MWCSO (DDP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
Understanding of the status of youth vulnerability and empowerment in Samoa.	Assessment completed with findings used to inform ongoing policy and programming responses and activities.	NA (2023)							Data, statistics and information from SBS,MCIL,COC, MWCSO (DED&DDP) SNYC	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
Youth development programs/initiatives.	Number of children and youth development programs/initiatives implemented with impacts and learning identified and communicated.	NA (2023)							Data, statistics and information from SBS,MCIL,COC, MWCSO (DED&DDP) SNYC	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
Status of the implementation of the National Youth Policy.	Implementation assessment reports to determine what has been done, effectiveness of actions/measures taken, and way forward.	NA (2023)							Data, statistics and information from SBS,MCIL,COC, MWCSO (DED&DDP) SNYC	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.

### 2.3. Increasing development opportunities for persons with disabilities.

<b>Understanding of the disability and PWD needs in Samoa.</b>	Database/registry of PWDs in Samoa completed and updated.	NA (2023)					Data, statistics and information from SBS,MCIL,COC, MWCSD (DSD&DDP) SDPP,DSD,NPF, MOF	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
<b>Understanding of the status of disability-inclusive development in Samoa</b>	Assessment completed with findings used to inform ongoing policy and programming responses and activities.	NA (2023)					Data, statistics and information from SBS,MCIL,COC, MWCSD (DSD&DDP) SDPP,DSD,NPF, MOF		
<b>Status with the implementation of the National Policy for Persons with Disabilities.</b>	Implementation assessment reports to determine what has been done, effectiveness of actions/measures taken, and way forward.	NA (2023)					Data, statistics and information from SBS,MCIL,COC, MWCSD (DSD&DDP) SDPP,DSD,NPF, MOF		
<b>Status of disability mainstreaming in Samoa</b>	Disability mainstreaming index developed and used to determine scope and effectiveness of across-sector disability mainstreaming.	NA (2023)					Data, statistics and information from SBS,MCIL,COC, MWCSD (DSD&DDP) SDPP,DSD,NPF, MOF		

### 2.4. Enhancing development and income generating opportunities for other vulnerable groups including elderly and those in hardship and poor living conditions.

<b>Understanding of the status and levels of the vulnerability of families in Samoa.</b>	Assessment completed with findings used to inform ongoing policy and programming responses and activities.	NA (2023)					Data, statistics and information from SBS, MWCSD (DG-D&DDP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
<b>Addressing vulnerability of families in Samoa.</b>	Family Vulnerability Response Strategy developed, implemented, monitored and evaluated.	NA (2023)					Data, statistics and information from SBS, MWCSD (DG-D&DDP).		
<b>Status of the implementation of the National Economic Development Policy 2021-2031.</b>	Implementation assessment reports to determine what has been done, effectiveness of actions/measures taken, and way forward.	NA (2023)					Data, statistics and information from SBS, MWCSD (DG-D&DDP).		

3.1 Reducing violence in the family and especially against women, girls, boys and the fa'afafine/fa'a'tama community										
Understanding of the effectiveness and contributions of previous and ongoing efforts.	Assessment completed with findings used to inform ongoing policy and programming responses and activities of the sector.	NA (2023)						Data, statistics and information from SBS,MOF MWCSD (DSD&DDP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
Status with the implementation of the National Policy on Gender Equality and Rights of Women and Girls 2021-2031, National Family Safety Policy 2021-2027: Ending violence in families, National Prevention Framework, in addressing family violence.	Implementation assessment reports to determine what has been done, effectiveness of actions/measures taken, and way forward in addressing family violence.	NA (2023)						Data, statistics and information from SBS,MOF MWCSD (DSD&DDP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
3.2 Improving childcare and protection in Samoa										
Status with the implementation of the National Childcare and Protection Policy.	Programs/initiatives and activities under the Policy adopted and implemented.	NA (2023)						Data, statistics and information from SBS,MOF MWCSD (DSD&DDP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
	Implementation assessment reports to determine what has been done, effectiveness of actions/measures taken, and way forward.	NA (2023)						Data, statistics and information from SBS,MOF MWCSD (DSD&DDP).	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
	Legislation for childcare and protection enacted and implemented.	NA (2023)						Data, statistics and information from SBS,MOF MWCSD (DSD&DDP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
3.3 Strengthening the social protection systems, especially social welfare in Samoa										
Adoption of social protection as a policy and development agenda of the sector.	Social Welfare System developed, implemented, monitored and evaluated.	NA (2023)						Data, statistics and information from SBS,MOF MWCSD (DSD&DDP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
Institutionalization of the Social Protection System.	Integrated Management Information System for Social Welfares in Samoa developed, implemented, monitored and evaluated.	NA (2023)						Data, statistics and information from SBS,MOF MWCSD (DSD&DDP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.

<p><b>Mainstreaming of gender, youth, persons with disability, and other vulnerable groups in sector policy and programming measures, activities and analyses.</b></p>	<p>Regular assessment of mainstreaming to determine status, scope, gaps and way forward.</p>	<p>NA (2023)</p>				<p>Data, statistics and information from SBS,MOF MWCS (DSD&amp;DDP)</p>	<p>Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.</p>	<p>Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.</p>	
<p><b>Scope and coverage of social services in Samoa.</b></p>	<p>Stocktake &amp; assessment of the nature, extent, coverage, effectiveness, efficiency and impacts of existing social services in Samoa, and with a specific examination of how those services are reached by, and impact on, women, children, youth, persons with disabilities, and others completed within findings informing areas for improvements.</p>	<p>NA (2023)</p>				<p>Data, statistics and information from SBS,MOF MWCS (DSD&amp;DDP)</p>			
<p><b>Service level agreements and partnerships for service delivery and improvement of social services.</b></p>	<p>Service level agreements and partnerships formalized, implemented, monitored and evaluated.</p>	<p>NA (2023)</p>				<p>Data, statistics and information from SBS,MOF MWCS (DSD&amp;DDP)</p>			
<p><b>3.4. Improving Family Life Education through out of school programs for youth</b></p>									
<p><b>Community engagement plan for SOGIE, youth, and districts rolled out to reach women of reproductive age and young people reached with a BCC message</b></p>	<ul style="list-style-type: none"> <li>▶ Number of women and youth participated in SRH and BCC trainings and awareness</li> <li>▶ Number of SRH programs conducted for local communities</li> </ul>	<p>NA (2023)</p>				<p>Data, statistics from SBS,MWCS-D,MOH,SFHA</p>	<p>Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.</p>	<p>Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.</p>	
<p><b>mHealth App live and downloaded</b></p>	<p>Number of women and youth downloading and using the mHealth App</p>	<p>NA (2023)</p>				<p>Data, statistics from SBS,MWCS-D,MOH,SFHA</p>	<p>Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.</p>	<p>Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.</p>	



4.1. Revival and strengthening of the sector coordination mechanisms										
<b>Sector coordination, leadership and governance oversight</b>	Quarterly SAC meeting.	NA (2023)						Data, statistics and information from MWCS (DRPIP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
	Number and quality of SAC meeting agendas, papers and outcomes.	NA (2023)						Data, statistics and information from MWCS (DRPIP)		
	Number of sector stakeholder dialogue meetings.	NA (2023)						Data, statistics and information from MWCS (DRPIP)		
	Number of sector members, stakeholders and partners actively participating in sector program and activity implementation.	NA (2023)						Data, statistics and information from MWCS (DRPIP)		
4.2. Developing strategic alliances and partnerships of the sector										
<b>Sector partnerships and strategic alliances</b>	Number of new partnerships including donor funding support partnerships	NA (2023)						Data, statistics and information from MWCS (DRPIP)		
	Number of revived and sustained partnerships.	NA (2023)						Data, statistics and information from MWCS (DRPIP)		
	Number of partnerships assessed as effective/successful in terms of their contributions to the sector development and services.	NA (2023)						Data, statistics and information from MWCS (DRPIP)		
4.3. Providing the enabling environment for the sector to develop, foster and sustain										
<b>Enabling environment for the sector</b>	Number of legislations governing and directing the sector development and work.	NA (2023)						Data, statistics and information from MNRE,MWCS (DGD,DRPIP)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
	Number of policies being implemented and are being implemented effectively and efficiently.	NA (2023)						Data, statistics and information from MNRE,MWCS (DGD,DRPIP)		
	Number of capacity development programs for the sector.	NA (2023)						Data, statistics and information from MNRE,MWCS (DGD,DRPIP)		

	Number of research completed. Number of sector members/ stakeholders receiving capacity development.	NA (2023)						Data, statistics and information from MNRE, MWCSO (DGD, DRPIP)		
<b>4.4. Establishing and nurturing strategic alliances and partnerships of the sector</b>										
<b>Sector monitoring and evaluation</b>	M&E systems in place for the sector and are being used effectively.	NA (2023)						Data, statistics and information from MWCSO (DRPIP&-Sector)	Lack of priority given to collecting, maintaining, and analysis data on these indicators at the sector level.	Leverage support at the sector level to provide support for data collection, sharing, analysis and reporting.
	Number of monitoring and evaluation report published and accessed by sector members, stakeholders and partners.	NA (2023)						Data, statistics and information from MWCSO (DRPIP&-Sector)		

### 3. Risk Management Plan

Risk identified	Type of risk	Description of the risk	Probability <sup>1</sup>	Impact <sup>2</sup>	Strategy to mitigate the risk	Risk Owner
Change in government	Political	Change in government means a change in the sector development agenda and policies	2	4	Build the adaptive capability and understanding of the sector members, stakeholder and partners to be able to respond to political and policy changes from the government.	MWCSO/CSAC
Lack of leadership drive for the sector plan adoption and implementation	Political and Administrative	The sector plan is non-implementable if there is no shared leadership drive and support from all levels behind it.	3	5	<ul style="list-style-type: none"> <li>Ensure that the current and future leadership takes ownership of the sector plan as their core leadership task.</li> <li>Revisions of the sector to reflect the changed leadership visions and development directions.</li> </ul>	MWCSO
Policies not in place	Institutional	The absence of policies affects the effective and efficient implementation of sector programmes and activities.	3	3	Development of comprehensive policies are a key part of the Sector plan to underpin all the community development work in one overarching framework to ensure linkages and partnerships.	MWCSO
Standard operating procedures are not in place	Institutional	The absence of procedures and regulations that are linked with policy documents and legislation affects the effective and efficient implementation of sector programmes and activities.	2	3	Development of comprehensive procedures and regulations are a key part of the Sector plan implementation plan to operationalize and achieve the outcome results of the Sector Plan.	MWCSO
Community stakeholders and beneficiaries are not on board with sector programmes and activities	Institutional	Structures are in place for sector programmes and activities. But it remains a risk that sector members, stakeholders and partners may not fully understand the Community sector Plan (as a collective responsibility of all sector members, stakeholders and partners).	4	5	<ul style="list-style-type: none"> <li>Strengthen communication, linkages and partnerships in all sector planning and activities.</li> <li>Solicit the views and opinions of sector members, stakeholders and partners in sector programming and activity implementation.</li> </ul>	MWCSO/CSAC
Lack of funding	Financial	Inability to effectively implement the sector plan within its timeframe.	4	5	<ul style="list-style-type: none"> <li>Deliberate measures seeking assistances from development partners to implement all sector programmes.</li> <li>Sector committee able to adapt promptly to changes in the financial situation.</li> <li>Programme planning involves realistic costing within budget.</li> </ul>	MWCSO
Delays and bureaucracy with procurement and financial procedures	Financial	Procedures slowing programme implementation and reporting activities.	4	4	Ensure financial management policies and financial checks and balances are followed appropriately from the start to the end.	MWCSO
Lack of capacity to implement	Operational	Programmes and activities at risk of not being implemented or carried out with little impact.	3	5	<ul style="list-style-type: none"> <li>Capacity development is built as an integral part of the sector programming and activity implementation.</li> <li>Recruitment of needed staff to implement the sector plan including technical expertise (if needed) and that the right people are recruited and selected based on merits.</li> </ul>	MWCSO/CSAC

<sup>1</sup> Almost certain – 5; Likely – 4; Moderate – 3; Unlikely – 2; and Rare – 1.

<sup>2</sup> Severe – 5; Major – 4; Significant – 3; Minor – 2; and Insignificant – 1.

<p><b>Lack of sector coordination</b></p>	<p>Operational</p>	<ul style="list-style-type: none"> <li>➤ Coordination of the programme and activities will suffer if coordination is not efficient and holds up implementation.</li> <li>➤ Overlaps in the work of different sector members, stakeholders and partners.</li> </ul>	<p>3</p>	<p>5</p>	<ul style="list-style-type: none"> <li>➤ Revival and strengthening of the sector coordination mechanisms.</li> <li>➤ Ensure the sector coordination steering committee is inclusive and representative of the sector members and stakeholders.</li> <li>➤ Responsibilities are clearly outlined and monitoring is part of all stages of the implementation plan.</li> <li>➤ Regular engagement with sector members, stakeholders and partners.</li> </ul>	<p>MWCSD</p>
<p><b>Natural disaster occurs</b></p>	<p>Environmental</p>	<p>The occurrence of a natural disaster such as a cyclone will affect all communities and particular sector programmes.</p>	<p>3</p>	<p>5</p>	<ul style="list-style-type: none"> <li>➤ Disaster preparedness and disaster risk reduction mainstreamed in the sector, so assist communities to be resilient during these times.</li> <li>➤ Finalise the Sector Disaster Response and Management Plan and resource.</li> </ul>	<p>MWCSD</p>
<p><b>Other shocks, risks and stressors</b></p>	<p>Environmental</p>	<p>The Covid-19 pandemic highlighted that any shock or risk (as major as such) can happen at any time. Implications can be severe and will affect the sector plan implementation in an effective and efficient manner.</p>	<p>3</p>	<p>5</p>	<ul style="list-style-type: none"> <li>➤ Disaster preparedness and disaster risk reduction mainstreamed in the sector, so assist communities to be resilient during these times.</li> <li>➤ Finalise the Sector Disaster Response and Management Plan and resource.</li> </ul>	



#### 4. Sector members, stakeholders and partners as implementing agencies and their roles

Agencies	Role
MWCSD	Lead agency for Community sector.
OAG	Legal Adviser to Government.
SLRC	Responsible for Law Reform.
PSC	Lead agency for Public Administration Sector.
MCIL	Lead agency for the Trade Commerce and Manufacturing Sector.
MCIT	Lead agency for Information and Communication Technology Sector.
MESC	Lead agency for Education, and Culture Sector
MOSR	Lead agency for Sports and Recreation Services
MFAT	Chair – SDGs Taskforce
MOF	Lead agency for Finance Sector. 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 and Water, Sanitation and Hygiene Sector.
MPCS	Law enforcement and correctional services.
MPMC	Policy adviser to Cabinet and PM.
MWTI	Lead agency for Transport and Infrastructure Sector.
MAF	Lead agency for the Agriculture and Fisheries Sector
NUS	Samoa's national university including a Centre for Samoan Studies.
CBOs/NGOs/FBOs	Community, village and district-based activities, advocacy, intervention, monitoring and reporting activities.
Women Groups	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.
Disability organisations	Organisations representing, advocating and progressing rights of people with disabilities and registered with MWCSD.
Youth Groups	Organisations representing, advocating and progressing rights of young women and men and registered with MWCSD.
Diverse sexual orientation	Organisations representing, advocating and progressing rights of people with diverse sexual orientations that are culturally appropriate, and registered with MWCSD.
Private Sector	Non-government organisations in the business sector registered with the MWCSD.
Development partners	Countries and organisations contributing to Samoa's economy through technical, financial and capital investments and assistances.

# ANNEXES

## 5. Sector profile

Sector characteristics	SBS
Population	205,557 (2021)
Gender population	51% males; 49% females
Population density (people per km <sup>2</sup> )	77 (2020); 69 (2010); 59 (1990); 49 (1970)
Number of (political defined) districts	51 (2021)
Number of villages	339 (2021)
Number of children	0-4yrs = 12%, 5-17yrs = 31% (2021)
Elderly population (65+ years)	8% (2021)
Youth population (aged 18 – 35 years)	24% (2021)
Main activities	<ul style="list-style-type: none"> <li>➤ Agriculture, forestry &amp; fishing (35%) [37% males; 32% females]</li> <li>➤ Wholesale and retail trade; repair of motor vehicles and motorcycles (11%) [10% males; 14% females]</li> <li>➤ Public administration and defence; compulsory social security (10%) [8% males; 12% females]</li> </ul>
Development indicators	
Human Development Index (HDI)	111 (out of 191 countries) (2018)
Gross domestic product (GDP) growth	1.4% (2017); -0.6% (2018); 4.5% (2019); -3.1% (2020); -7.1% (2021) (WB, 2022)
Gross National Income (GNI)	USD1,410 (2000); USD3,400 (2010); USD3,810 (2021) (WB, 2022)
Classification by income level	Lower middle income (WB, 2022)
Population living below the national basic needs poverty line	18.8 (2016); 22.7 (2018)
Population living in extreme poverty (below national food poverty line)	4.3 (2016); 6.0 (2018)
Population that are vulnerable (vulnerability rate)	42% (2018)
Population economically active rate	41% (2011); 47% (2016); 43% (2021)
National unemployment rate	8.7% (2012); 14.5% (2017)
Life expectancy (at birth)	73



<b>Gender</b>	
Gender Inequality Index	99 (out of 170 countries) (2023)
Population (aged 25 and older) with at least some secondary education	71.6% males; 79.1% females
Labour force participation rate	54.2% males; 30.7% females
Economically and non-economically active gender population	<ul style="list-style-type: none"> <li>➤ 56% males; 31% females (economically active)</li> <li>➤ 44% males; 69% females (economically inactive)</li> </ul> (2021)
Lifetime Physical and/or Sexual Intimate Partner Violence	37.5%
Physical and/or Sexual Intimate Partner Violence in the last 12 months	26.8 %
Lifetime Non-Partner Sexual Violence	9.7 %
Child marriage (female aged 20-24 first married/in-union before age 18)	7.4 %
<b>Children safety</b>	
Number of children experiencing violence and abuses in the family.	9 out of 10 children (2018)
Number of children experiencing corporal punishment at school.	41% physically hurt by a teacher (2018)
Reported cases of child sexual abuse (reported to police)	105 (2017)
Number of child street vendors	106 (2017)
Number of children neglected by parents/families	100 (2018)
Number and conditions of children in out-of-home alternative care	90 (2018)
Number of children in conflict with the law.	23 (2015)
Number of children not at school	902 (2016)
Number of children enrolled in ECE	4,443 (2021)
<b>Persons with disability</b>	
Population (aged 5 years and over) with disabilities	5% (2% males; 3% females) (2021)
Population with a lot of difficult to function (cannot function)	2% (2021)

## 6. SWOT Analysis of the Community Sector

### STRENGTHS

- ▶ Established networks of civil society organisations already working in the sector.
- ▶ Community stability due to established village governance institutional strengths and linkages.
- ▶ The sector is well-recognised for development by government, sector members, stakeholders and partners.
- ▶ Ability to make positive contributions and impacts on the community and society in Samoa.

### WEAKNESSES

- ▶ Lack of focus on the sector and its development agenda as a sector over the years.
- ▶ Lack of coordination and communication amongst stakeholders and members of the sector.
- ▶ Weak applications of the sector-wide approach in programming initiatives and actions/activities.
- ▶ Limited resources allocated at the sector level for implementation of the sector plan and initiatives.
- ▶ Huge and complex sector development agenda which can lead to coordination and implementation fatigue, overwhelmingness and passiveness.

### OPPORTUNITIES

- ▶ Vibrant interests and appetite to revive and develop the sector coordination mechanisms.
- ▶ Government, stakeholder and partner maintain support for the development of the sector.
- ▶ Growth in sector stakeholder/member organisations and groupings which can be utilised for improving delivery services and influencing policy and programming initiatives.
- ▶ Opportunities to utilise and capitalise on the \$51million district development program for advancing the sector development agenda.

### THREATS

- ▶ Disaster and climate change risks and impacts including external shocks and stressors.
- ▶ Negative political influences and politicalisation of programs, administrative systems and processes.
- ▶ Competition within sector members/stakeholders – affecting opportunities for coordination, collaboration, synergies and value adding.
- ▶ Brain drains which resulted in the loss of critical human resources in the sector and the country.
- ▶ Status of development at the community level and shifting values which are influencing the hand-out mentality, dependency culture and generational gaps.



## 7. List of partners consulted

NGOs	Ministries	Community Partners	Development Partners
1. Salvation Army	1. MOH	1. Sui o Nuu	1. DFAT (Tautai and Tautua Program)
2. FLO (Faataua le ola)	2. MESC	2. Sui Tamaitai o Nuu	2. UNFPA
3. Loto Taumafai	3. MJCA	3. District Councils	3. UNICEF
4. ADRA	4. MCIL		4. UNDP
5. Soul Talk	5. MOF		5. UNWomen
6. Tofusinasina	6. MNRE		
7. SSWFT (Samoa Social Welfare Fesoasoani Trust)	7. AG		
8. SRCS (Samoa Red Cross Society)	8. MOP		
9. Goshen Trust	9. PSC		
10. Samoa Council of churches	10. DEC		
11. Aoga Fiamalamalama	11. OOTR		
12. NOLA	12. MFAT		
13. SFHA	13. MJCA		
14. SFA	14. CSSP		
15. FAIVA	15. MWTI		
16. NCW			

## 8. Terms of Reference for the Community Sector Advisory Committee



MINISTRY OF WOMEN, COMMUNITY  
AND SOCIAL DEVELOPMENT

### Terms of Reference Community Sector Advisory Committee April 2024

**Purpose:** This document establishes the framework for the Community Sector Advisory Committee (CSAC), coordinated by the Ministry of Women, Community, and Social Development (MWCSO). It outlines the CSAC's purpose, composition, and administrative and operational support mechanisms, aimed at providing strategic advice and oversight for the Community Sector Plan (CSP) for the period 2023/24 – 2027/28. The CSP focuses on four long-term outcomes:

1. Fostering good governance and inclusive development at the community level.
2. Enhancing the empowerment of women, children, youths, persons with disabilities, and other vulnerable groups.
3. Improving social outcomes for the aforementioned groups within communities.
4. Strengthening sector coordination, partnership, and strategic development.

**Review Cycle:** The ToR will be reviewed annually to ensure it remains relevant and effective.

#### Objectives:

1. Provide strategic guidance on the activities, implementation, and monitoring of the CSP, including reviewing work plans, budgets, and reports from the Sector Outcome Working Groups (SWGs) for submission to the Cabinet Development Committee (CDC).
2. Participate in quarterly CSAC meetings to maintain active engagement in committee responsibilities.
3. Address emerging issues, discuss pertinent topics, and monitor risks associated with the CSP.

#### Meeting Procedures:

- **Chair and Meeting Frequency:** CSAC meetings will be presided over by the CEO of the Ministry of Women, Community, and Social Development (MWCSO) or a designated delegate. Scheduled to occur quarterly but may be convened more frequently as necessary to address urgent matters.
- **Meeting Format:** A hybrid model, accommodating both face-to-face attendance and virtual participation via Zoom.

- **Confidentiality and Media Interactions:** All discussions during CSAC meetings and related documents are strictly confidential and intended solely for CSAC business. Any media interactions or communications about CSAC activities must adhere to the MWCSO's Communication Policy, with all inquiries being directed to the CSAC Chair.
- **Note on Attendance:** Members are expected to actively participate in all scheduled meetings. Failure to attend three consecutive meetings without a valid justification may lead to consideration for removal from the committee. This policy ensures continued active engagement and the effectiveness of the committee.
- **Minutes Distribution and Amendments:** Minutes of each meeting will be circulated to all members within 48 hours following the meeting's conclusion. Members will have seven working days to review and suggest any amendments. If no amendments are proposed within this period, the minutes will be considered accurate and accepted as final. This process ensures timely feedback and maintains the accuracy of our records. To reduce over printing and paper wastage members will be sent electronic documents and are asked to bring their own copies to meetings. The shared electronic documents must be treated as confidential information.
- **Quorum** will be half or more members
- **Administration:** MWCSO Sector Coordination Division will provide secretarial and administrative support.

#### Membership:

1. CEO/ACEO, Ministry of Women, Community and Social Development
2. CEO/ACEO, Ministry of Foreign Affairs and Trade
3. CEO/ACEO, Ministry of Health
4. CEO/ ACEO, Ministry of Education
5. CEO/ACEO, Ministry of Finance
6. CEO/ACEO, Chamber of Commerce Inc
7. CEO, NPF
8. CEO, SUNGO
9. 2 Community Representative (Savaii and Upolu)
10. 4 Youth (Savaii and Upolu)
11. Representative from Council of Churches
12. Health and Social Well-being Sector (Mental & Psychosocial Sector)

#### Community Sector Outcome Working Groups (SWGs):

- Each CSP outcome area will have a dedicated working group meeting bi-monthly or as required.
- SWGs drive specific projects and programs, working in close collaboration with the MWCSO Sector Coordination Division to monitor, revise, and report activities.

# ANNEXES

- Monitoring and evaluation are conducted in partnership with implementing agencies to track the effectiveness of activities.
- Receive ongoing support from the MWCSO's lead division, facilitated by the Sector Coordination Division, to assist with the administrative and operational needs of each working group

## Sharing of information and resources

Any confidential materials (such as commercial in confidence) and copyright issues must be raised by Committee members before sharing amongst the committee.

## 9. Pathway for the Development of Samoa 2021 – 2026 key strategic outcomes & priority areas

Strategic outcome	Key priority areas	Relevance to the sector
<b>Improved social development</b>	<ol style="list-style-type: none"> <li>1. Alleviating Hardship</li> <li>2. Improved Public Health</li> <li>3. Quality Education</li> <li>4. People Empowerment</li> <li>5. Skilled Workforce</li> </ol>	<i>Directly</i> <i>Indirectly</i> <i>Indirectly</i> <i>Directly</i> <i>Indirectly</i>
<b>Diversified and sustainable economy</b>	<ol style="list-style-type: none"> <li>6. Community Development</li> <li>7. Agriculture, Fisheries and Aquaculture Productivity</li> <li>8. Tourism Revitalization</li> <li>9. Business Innovation &amp; Growth</li> <li>10. Increased Labour Mobility</li> <li>11. Macroeconomic Stability</li> </ol>	<i>Directly</i> <i>Indirectly</i> <i>Indirectly</i> <i>Indirectly</i> <i>Indirectly</i> <i>Indirectly</i>
<b>Security and trusted governance</b>	<ol style="list-style-type: none"> <li>12. Empowered Legislation</li> <li>13. Improved Accountability</li> <li>14. Dynamic Global Relations and Partnerships</li> </ol>	<i>Indirectly</i> <i>Indirectly</i> <i>Indirectly</i>
<b>Secured environment and climate change</b>	<ol style="list-style-type: none"> <li>15. Build Climate Resilience</li> <li>16. Effective Environmental Protection and Management Frameworks</li> <li>17. Enhanced Conservation and Sustainable Use of Natural Resources</li> <li>18. Sustainable Energy Development Enhanced</li> </ol>	<i>Directly</i> <i>Indirectly</i>  <i>Directly</i>  <i>Indirectly</i>
<b>Structure public works and infrastructure</b>	<ol style="list-style-type: none"> <li>19. Responsive Public Utility Services</li> <li>20. Innovative Information, Communication and Technology Use</li> <li>21. Consolidated Infrastructure Management</li> </ol>	<i>Indirectly</i> <i>Indirectly</i> <i>Indirectly</i>





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