



MID-TERM REVIEW DRAFT REPORT

A CALL TO ACTION:

“True progress is made when we embrace the Ministry’s purpose as our calling, and unite in service - to lift our women, children, youth, elderly, persons with disabilities, and vulnerable communities to rise together - leaving no one behind.”

MWCSD CEO Loau Donina Vaa

VISION:

To Enhance Social Protection, Empower Communities, and Drive Inclusive Social & Economic Development for all of Samoa.

MISSION:

Our mission as “One Ministry: InspirAction” is clear: to turn vision into action, forge meaningful partnerships, and place people at the centre of everything we do.

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Pacific Global Solutions



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1. Executive Summary

This Mid-Term Review was conducted at a pivotal moment for the Ministry of Women, Community and Social Development (MWCSD). Over three days, approximately 90 participants - including the Minister's Office, CEO, senior leadership and staff from across all divisions - came together to reflect honestly on performance over the past six months and to reset expectations for the period ahead. The Review was framed under the theme "**Authenticity in Transition: Reflect, Review and Transform MWCSD**" - recognising both the Ministry's current delivery responsibilities and its confirmed transformation into the Ministry of Family and Social Development in July 2026.

The Review confirms that the Ministry continues to deliver substantial national outcomes across its mandate. Key achievements over the past six months include successfully established operations under a new Minister and newly appointed office staff, ensuring continuity of leadership, coordination, and executive support during a critical transition period for the Ministry.

The past 6 months has seen efforts to strengthen gender-based violence prevention and response capability, improved transparency through national reporting products, timely completion of child care protection review, regional recognition of early childhood protection initiatives, effective community mobilisation during public health responses, successful delivery of community engagement initiatives including increased and impactful engagements on social media, crucial support to communities through village councils and to districts through fono faavae, timely completion of Parliamentary and international reporting obligations, and the exceptional performance of the Government Printing Press in delivering critical election materials under significant time pressure. The Ministry's budget utilisation is being well managed at 44% after 6 months. These results demonstrate the importance of the Ministry's role and the dedication of its workforce.

However, the Review also confirms that delivery outcomes are not yet matched by consistent *discipline, coordination, and professionalism*. This was made explicit in the Minister's opening address, in which he expressed concern at attendance and punctuality, and linked these behaviours

Discipline, attitude and timeliness are not administrative details, they are expressions of leadership and good governance. A way of showing respect for the communities we serve.

Hon Moefa'auouo Julius Ah Kui Tafuna'i

to complaints received from the public.

The Minister called on MWCSD to lift standards in line with Government policy and to work together with the cultural values of respect and dedicated service: *galulue faatasi ma le fa'aaloalo, ma le loto e tautua ai ma le faamaoni*. Minister also called on the Ministry's Leadership to incorporate conduct expectations into everyday supervision and performance management: *tautuana le aufaigaluega*.

This intervention set a clear direction for the Review: *performance must be strengthened not only through programmes, but through conduct, accountability and leadership*.

This Mid-Term Review was not a box-ticking exercise. It was an opportunity for the Ministry to pause, reflect honestly, and reset its focus on what truly matters: *the wellbeing of Samoa; its families, its people, and our vulnerable communities.*

Key Findings

The Mid-Term Review found that the Ministry has a strong policy framework and is trusted by our communities. Core services are delivered nationwide, and statutory obligations are met. The Ministry also has strong relationships with government agencies, the business community and our development partners.

The Ministry of Women, Community and Social Development is values-based and purpose-driven, with many staff demonstrating authentic commitment to day-to-day service delivery and a passion for community engagement. The Ministry's Leadership demonstrated self awareness with the ability to reflect on the impacts of high-level policy shifts, client experience, challenges that exist in accountability and compliance, and their own capability needs.

Flagship areas such as Early Childhood Development, youth development, and violence prevention are well recognised, and the Ministry's increasing visibility through social media is strengthening public engagement and accountability.

However, these strengths are being undermined by internal discipline, coordination and execution. Authenticity is not yet consistently embedded in practice: i.e. authentic leadership and decision-making, authentic service to the community, and authentic accountability for results, resources and behaviour. *While staff understand the Ministry's values and intent, there are gaps between what is said and what is experienced.*

Overall performance is being constrained by inconsistent discipline, unclear priorities linked to roles and responsibilities, coordination in the true meaning of working together *galulue faatasi*, capability gaps across divisions, poor follow-through and decision-making processes, delayed escalation of issues, inconsistency in customer service, and professional conduct.

Authenticity in how we lead, how we serve, and how we account for our work as MWCSO transitions and transforms to the next level.

MWCSO CEO Loau Donina Vaa

MWCSO staff demonstrated high cultural competence, empathy, resilience under pressure and a dedication to serving vulnerable groups. This is supported by an achievable Corporate Plan and improving governance and digital systems. In workshop sessions, the staff were able to verbalise a high-level understanding of service excellence, core values and principles, and even the *impact* of their work on communities - but a deep-dive assessment finds that the Ministry's full potential is constrained by capability gaps.

While staff are committed and knowledgeable in their respective roles, staff themselves identified a long list of training needs that can be classified into four key areas of capability development:

(i) Leadership and Strategic Governance, (ii) Technical and Sector Expertise, (iii) Core Soft Skills, and (iv) Professional Conduct & Work Ethic.

A high-level reflection by the CEO and division managers highlighted the need to establish and reaffirm *trust* - both across the management level, as well as across and within divisions. The Review identified the need to support division managers in key areas such as adaptive leadership, change management, strategic decision-making, prioritising the work, mentoring staff, building trust to delegate effectively, and changing mindsets.

Several positions are vacant within the Ministry, understandably on hold during this transition period. This has meant Principal Officers are rotating in leading some divisions, and by their own reflective sharing, they need leadership and mentoring support. Their fear of failure is leading them towards micro-managing.

What Next

This Mid-Term Review will only matter if staff and communities experience real, visible change.

This Review confirms the Ministry needs sharper execution and stronger accountability for impactful service delivery, supported by targeted investments in staff capability.

The Ministry will sharpen its focus and strengthen its delivery in seven clear ways: (i) set clearer priorities for action, (ii) refocus on impact over outputs, (iii) improve coordination, (iv) strengthen accountability and follow-through, (v) raise the standards of service delivery (vi) lead by example, and (vii) address capability gaps.

The Next 90 Days

The next 90 days will be a decisive period for the Ministry, shifting from reflection to disciplined action. Leadership will confirm Ministry-wide priorities, clarify expectations, and establish clear lines of responsibility, with emphasis on follow-through.

Existing plans and commitments will be tightened, not expanded, and progress will be monitored regularly to ensure decisions translate into delivery. That includes ending the culture of working in silos, and enforcing planning and coordination as core management practices.

To address inconsistent discipline within the Ministry, the next 90 days will also see a focus on enforcing standards of attendance, punctuality and professional conduct; enforcing accountability within divisions, and at senior management level.

To ensure the Ministry is making an impact rather than superficial engagement or input-based activities, divisions will be required to demonstrate impact against improved monitoring and reporting of results.

A focus on service delivery is crucial to establish and sustain community trust, and ensure the Ministry's programs and activities are impacting positively on Samoa's communities and vulnerable groups through *real life changes in the real world*.

Authenticity in action is crucial in the next 90 days leading up to MWCSO's transformation to the Ministry of Family and Social Development. The Ministry have set out Priority Actions and Leadership Commitments highlighted in this report. The detailed list of Priority Actions has been developed out of honest reflections and asking:

- Are staff living the values in real interactions with communities?
- Does service delivery reflect inclusivity, dignity, and professionalism?
- Are commitments being followed through?
- Are our values clearly visible in practice - and where are they not?


The next 90 days will see MWCSO reset and refocus by taking specific actions that include:

- 1) **Staff Charter:** Removing old habits and behaviours that are hindering efficient and effective service delivery with all staff agreeing to adopt and sign a staff charter.
- 2) **Non-Negotiable Customer Service Charter** – embed customer service excellence as a non-negotiable standard across the Ministry with the adoption of a customer service charter.
- 3) **Authenticity in Practice:** Ensure the Ministry's core principles and values, commitments, and standards are being lived consistently in daily practice by adopting specific action items of authentic practice that are linked to clearly defined result areas.
- 4) **Capability Framework:** Develop a Capability responses that is targeted, practical, and aligned to service delivery needs rather than ad-hoc training.


2. Context and Purpose

Ministry Mandate

The Ministry of Women, Community & Social Development operates as the central agency responsible for the promotion of social wellbeing, the protection of vulnerable populations, and the implementation of social development policies aligned with the Government of Samoa's national development framework.



Vision:
A professional organization that leads and contributes to the enhancement of social protection and welfare services for a quality of life for all.



Mission:
To strengthen social protection and welfare services through evidence-based policy advice, strategic planning, professional development, and efficient coordination of resources under the "One Ministry: InspirAction" strategy.

The Ministry's mandate includes the provision of inclusive services across key areas such as family support, social protection and economic empowerment for Samoa's vulnerable groups, early childhood development, gender-based violence response, disability inclusion, youth engagement, district development through the projects, and governance support for all villages across Samoa through the unique centralised system of village representatives.

Purpose of Mid-Term Review

This Mid-Term Review was a deliberate pause to reflect on how the Ministry is performing, how it is behaving, and how it can improve. It should be noted that MWCS D has consistently taken time to honestly reflect, review and reset at the half-way mark of each financial year under the CEO's leadership. A similar All-of-Ministry Review was conducted in February 2025. These intentional strategic pauses reflect a leadership that is adaptive, values-driven with a high level of self-awareness.

This *Reflect, Review and Transform* process provides a Ministry-wide opportunity to pause and reflect honestly on performance and reset to finish the financial year strong.

As set out by the MWCS D CEO, a key intention of this mid-term review is to reinforce authenticity in leadership, service culture and accountability. That is to honestly reflect on the question: *Are the Ministry's stated values, commitments, and standards being demonstrated in everyday practice across all divisions, in the delivery of its programs and activities?*

More specifically, this Review is purposed to (i) evaluate strategic progress, (ii) assess organisational capability and readiness, and (iii) inform future planning and prioritisation.

Methodology

The review employed a comprehensive methodology that encompassed a desk-review and pre-workshop consultations, a 3-day workshop structure with all divisions including the office of the Minister for the first two days, followed by a more focused session for Management on day 3.

Tools used:

- A consolidated whole-of-Ministry SWOT Analysis
- Training Needs Analysis (skills and capability mapping)
- Real-life scenarios and role playing
- Plenary discussions and prioritisation exercises

Focused sessions included

- Division Presentations by all ACEOs
- Speed Dating: Staff in face-to-face discussions with one another
- Efficiency & Effectiveness: Maintaining the balance
- Team Building: Working Together within Tight Timeframes
- Team Building: Striving for a Common Goal
- Customer Service Excellence: What does it look like?
- Impact: How does our work impact communities?
- Tafi-Ese: Staff Commitment to align Behaviour with MWCS D Core Principles and PSC Code of Ethics

Safe-Space Participatory Approach

The approach ensured participants understood that the review is about embracing *honesty, responsibility, and action*.

The Facilitator guided a structured, Ministry-wide review and learning process within a "safe-space environment" to allow participants to share openly without fear of judgement or consequence.

The sessions were facilitated to:

- Enable honest, evidence-based reflection on performance and delivery
- Strengthen alignment of shared values, Ministry core principles, and behaviours
- Reinforce authenticity in leadership, service culture, and accountability

This Strategic Workshop Facilitation Approach purposed to provide the Minister, Chief Executive Officer and leadership team with actionable insights to strengthen operational effectiveness, improve service delivery, and ensure that the Ministry is well-positioned to achieve its strategic objectives as it transitions towards its transformed structure.

3. Performance Snapshot

The past six months have represented a period of steady delivery alongside increasing operational complexity with a change of Administration and the ultimate Transformation of the Ministry set to launch in July 2026.

MWCSD is at the heart of Samoa’s development and its core strength being trusted and accessible to communities across Samoa comes with a high level of responsibility and at expectation. As such, MWCSD is often called upon to lead ad-hoc activities and projects that involves community engagement.

Overall, the Ministry has maintained continuity of core services while advancing selected strategic initiatives. The Ministry has achieved major national priorities against its strategic objectives as listed in this Report.

Delivery Against Strategic Objectives

Progress against the Corporate Plan indicates each division’s key deliverables remain on track, particularly in areas where established systems and experienced personnel are in place. Core service delivery outputs have largely been maintained, and critical statutory functions have been fulfilled.

At the same time, some strategic initiatives requiring cross-divisional coordination or new capability development have experienced delays. Initiatives dependent on enhanced monitoring systems, digital transformation, and policy reform have progressed more slowly than anticipated.

Key Outputs and Outcomes

Over the review period, the Ministry has achieved the following specific key outputs in line with its Corporate and Sector Plan:

- ECD framework launched and recognised in the region
- 12 community ECD awareness program launches in line with the ECD framework
- 80% of Ministry staff trained in GBV 101, strengthening prevention and response capacity
- Release of Achievement, Community and Impact Pulse Reports, reinforcing transparency and evidence-based reporting
- Millions reached through improved community engagement platforms
- Coordination of strong hands-on support from Village Representatives during the Dengue Fever response
- Polapui framework with related trainings and activities

- Including sexual reproductive health in Polapuiptui trainings
- Community and Impact Pulse completed and published
- Distribution of Million Tala Project funds
- Monthly visits and engagements by PMU staff to districts
- Successful printing of OEC Election ballot papers within 3.5 weeks (for an 8 week job)
- Child Protection Policy mid-term review report
- Microsoft 365 completed successfully
- Millions of views on social media platforms
- Stitching with love sewing training; 1000 applied, 60 trained
- Higher than expected registration of persons with disabilities across Samoa
- Successful response to printing of ballot and other election-related papers for OEC in record time
- National #SayNo Concert, engaging over 1,000 youth in person and 20,000 online
- 44% utilisation rate avoiding premature spending
- Establishment of new Minister's Office
- Effective and efficient Corporate Services support to Ministry

While output delivery remains relatively stable, the workshop discussions highlighted the need to strengthen outcome measurement and impact tracking to better demonstrate long-term value and effectiveness of the Ministry's activities and programmes. That is:

- ✓ Tracking real life changes at grassroots level and within families and communities.
- ✓ Measuring impact against national results for areas such as youth employment, prevalence of domestic & family violence, literacy and numeracy at ECE levels, household income & expenditure.

Budget and Resource Utilisation

Budget utilisation is at a rate of 44% on average across the Ministry and when compared to KPIs completed, it is evidence of controlled fiscal spending. Budget and resource utilisation reflects lean, efficient management that avoids premature spending while keeping projects on track.

Whereas the utilisation rate reflects controlled fiscal spending on the macro level, there is evidence that procurement processes can be tightened at the micro level to avoid a culture of 'kick-backs' and to ensure the Ministry optimises resources without compromising service delivery.

Emerging Risks and Operational Pressures

At the micro or divisional level, resource allocation pressures are increasingly evident. Workforce vacancies, recruitment delays, and capacity constraints have affected quality and speed of programme implementation in some areas.

Participants feel that while financial expenditure may be on track, human resource capacity is a growing constraint. Staff workloads vary across divisions and vacancies seem to have become a distraction to staff who feel that because a vacancy exists, they are 'short-staffed'.

As highlighted by the CEO in discussions – focusing on apparent resource constraints and unfilled positions can be a deflection of accountability.

The issue of resource mobilisation varies between divisions. The validity of claiming there are resource constraints due to *staff shortages* cannot be effectively measured until capability gaps are filled, Job Descriptions are properly linked to KPIs, and the culture of absenteeism and tardiness is addressed. That is to say, all divisions feel that they are short-staffed and overworked, and yet, a culture of non-commitment to timeframes and poor attendance exists.

It should still be noted, however, that accountability is inconsistent between divisions and also within divisions. There are *genuine resource constraints* that should be addressed in an Organisational Restructure and Overhaul, such as key positions needed within the Printing, Research, PMU, Social and Economic Divisions, as well as resources to support the All-of-Ministry services provided by Corporate Services, IT, the Internal Auditor and the Office of the CEO.

Overall, the last six months demonstrates resilience and commitment across the Ministry. However, sustaining and accelerating performance will require deliberate capability strengthening, sharper prioritisation, and stronger accountability mechanisms.

4. Consolidated Ministry SWOT

Overall Diagnosis of SWOT Analysis

The Ministry is values-strong and community-trusted, with capable staff and credible policy foundations. The Ministry has a strong policy framework, and staff can verbalise a high-level understanding of service excellence, core values and principles - but its full potential is constrained by internal coordination, lack of discipline, gaps in capability and accountability challenges.

SWOT Key Findings

1) The Ministry is values-strong and community-trusted, with capable staff and credible policy foundations

Staff demonstrate strong cultural competence, commitment to vulnerable communities, and effective delivery in priority areas such as Early Childhood Development, youth development, violence prevention, community engagements at the village level, supported by aligned Corporate and Sector Plans. Community trust includes strong partnerships with development partners, other Ministries and the business community.

2) Impact is being limited by internal execution and coordination gaps rather than lack of strategy or intent.

Weak inter-divisional coordination, unclear mandates, inconsistent leadership and delegation, and ad-hoc work practices are reducing efficiency and slowing delivery.

3) Capability and accountability gaps are affecting performance, morale, and timeliness.

Misalignment between job descriptions, KPIs, and skills, combined with gaps in leadership, technical expertise, soft skills, and professional conduct, has contributed to delays, uneven reporting, and inconsistent standards.

4) Systems, structures, and infrastructure are constraining delivery.

Technology limitations, aging building and facilities, HR and procurement systems, and resource constraints are being seen as hindering productivity and responsiveness.

5) The upcoming Ministry restructure is both a risk and a catalyst for reform.

Transition uncertainty is creating fear and capacity pressure but also presents a clear opportunity to reset leadership expectations, strengthen accountability, invest in staff capability, and embed more disciplined ways of working ahead of the transition to the Ministry of Family and Social Development in July 2026.

What This SWOT Tells Us

1. The Ministry has strong people, credibility and community trust.

Staff capability, cultural understanding and community relationships are clear assets that enable delivery even under constrained conditions.

2. The strategic direction is sound, but execution is inconsistent.

The Corporate Plan and priorities are realistic, however coordination, planning discipline and performance alignment are limiting impact.

3. Systems and governance are improving, but not yet embedded.

Digitisation and governance reforms are progressing, but skills gaps and weak internal processes slow adoption.

4. Partnerships are a major opportunity multiplier.

Development partners provide a pathway to address funding, capability and system gaps if engagement is strategically coordinated.

5. Without corrective action, risks will undermine delivery.

Resource constraints, legal gaps, climate risks and weak internal accountability pose real threats to achieving outcomes.

5. Authenticity

Authenticity reflects the Ministry's ability to translate its vision into tangible, meaningful actions that will impact positively on the lives of communities and the people of Samoa it serves.

It is the Ministry's ability to align its core principles and values with actions, fostering trust, and driving meaningful results rather than superficial engagement or input-based activities. By operating with transparency and genuine purpose, we can truly make the difference in the lives of the vulnerable communities we set out to serve.

This section evaluates the Ministry's **operational integrity, consistency in service delivery, and alignment with its stated core principles or values.**

With the upcoming July 2026 transformation impacting the Ministry's structure, it is crucial for MWCSD to maintain high levels of *Authenticity in Action* as well as *Authenticity in Transition*.

Authenticity in Action

This section examines how the Ministry's stated values, commitments, and standards are being demonstrated in everyday practice across divisions and in the delivery of services.

This is the Ministry's ability to show its core principles in *current staff behaviour, decisions, and service delivery*.

In plain language - *If someone watched us for a month, would they see our core principles and values in action?*

Authenticity in Action is *evidence, not aspiration*. It is *action, not rhetoric*.

We reflect and ask:

- Are staff living the values in real interactions with communities?
- Does service delivery reflect inclusivity, dignity, and professionalism?
- Are commitments being followed through?
- Are our values clearly visible in practice - and where are they not?

Evidence from staff discussions, divisional presentations, and service delivery examples indicates that many teams within MWCSO are committed, capable, and focused on delivering budget-screening outputs. Division heads presented mostly on budget KPIs set during budget screening, rather specific impact through the delivery of key objectives in the Corporate Plan.

Division presentations highlighted that staff frequently go beyond formal role descriptions to ensure that clients receive timely and culturally appropriate support. There is also a culture of divisions 'crossing over' to help achieve the outputs of another division.

Authentic practice is not consistent across the Ministry. Some gaps remain between policy intent and operational reality. In particular, inconsistencies were noted in customer service standards, follow-through on commitments, and the application of accountability mechanisms and reporting standards. These gaps are not the result of poor intent, but rather uneven systems, variable capability, and pressure on resources.

Overall, the Ministry is demonstrating authenticity in action in many areas, but this authenticity is not yet systematised. Strengthening shared service standards, reinforcing the Code of Conduct in daily work, and improving follow-through and monitoring will be critical to ensuring that authentic practice is consistent, visible, and sustainable across MWCSO.

Authenticity in Transition

This is the Ministry's ability to stay authentic or remain true to its core purpose and values while navigating change, reform and evolving expectations in the coming months.

Can the Ministry *hold onto its core values* while adapting to reforms?

This Mid-Term Review focused on how the Ministry can truly embrace consolidation, alignment, and learnings through transition.

We must be ready for change, with integrity, and not disruptive behaviour.

We reflect and ask:

- Are reforms aligned with who we say we are?
- Do changes strengthen *trust* or are the reforms eroding it?
- Are leaders guiding change in a way that feels safe, honest and credible?
- Do staff understand *why* change is happening and their role in it?

This Mid-Term Review takes place during a period of transition, where there are shifting priorities, increased performance and reporting expectations, and a growing demand for services. Staff and leaders expressed a strong desire for change that strengthens the Ministry rather than disrupts it. There is broad agreement on *what* needs to improve; however, there is less clarity and consistency on *how* change will be implemented and led.

Leadership is seen as pivotal in maintaining authenticity during this transition. The Management team recognised that when change has been clearly explained and supported with practical guidance - staff confidence and engagement will remain high.

However, where communication has been unclear or change has felt imposed, uncertainty and change fatigue have emerged.

The key risk identified is not resistance to change, but loss of *trust* if change is perceived as disconnected from the Ministry’s stated principles or delivered without sufficient support.

To sustain authenticity in transition, the Ministry must adopt a proper system of change management, improve communication of purpose and priorities to all staff, and ensure that capability and accountability mechanisms keep in pace with new expectations under the transformed Ministry.

Handled well, this period of transition presents a *significant opportunity* to embed authenticity more deeply into systems, leadership practice, and organisational culture.

Authenticity in Practice

Five key areas have been identified from assessing the Ministry’s Authenticity that can be adopted to ensure authenticity is embedded into MWCSO going forward. These key areas are all inter-related and provides a snapshot of what the Ministry must prioritise to ensure preparedness for Transformation as a Ministry, or the Establishment of a new District Development Authority.

MWCSO’s Authenticity in Practice is presented as a hierarchal diagram to be adopted not only by the Ministry as a whole, but within divisions including those divisions which may be moving to establish the Samoa District Development Authority.

Specific Action with Result Areas to ensure Authenticity is embedded into MWCSO

Authentic Action	What Success Looks Like
Service Alignment and Responsiveness	<ul style="list-style-type: none"> ○ Services are designed to meet the needs of the community, including vulnerable groups such as women, children, persons with disabilities, and youth. ○ Programs are informed by evidence-based data ○ Impact on families and communities are measured against activities and programmes.

Operational Consistency and Integrity	<ul style="list-style-type: none"> ○ Staff demonstrate high commitment to public service values and ethical standards. ○ Ministry activities and programs do not deviate from Policy ○ Service delivery is standardised and consistent across all divisions and to all sectors of the community
Community Trust and Engagement	<ul style="list-style-type: none"> ○ The Ministry continues to enjoy strong credibility and trust among communities due to transparent, culturally sensitive practices. ○ Stakeholder engagement initiatives, particularly at the village and regional levels, are reinforced by the Ministry’s renewed approach to authenticity.
Leadership and Role Modelling	<ul style="list-style-type: none"> ○ Leadership demonstrates commitment to organisational values, fostering a culture of accountability and ethical practice.
Continuous Improvement	<ul style="list-style-type: none"> ○ Systems are in place for monitoring, feedback, and corrective action are in place. ○ Lessons learned are consistently applied. ○ Training initiatives support professional development and ethical decision-making, reinforcing authenticity in practice.

MWCSD’s Authenticity in Practice illustrated:



6. Customer Service Excellence

What Good Looks Like – As Defined by MWCSO Staff

Staff articulated a strong, values-based understanding of Customer Service Excellence which has been developed into seven clear, reinforcing *pillars* which the Ministry can adopt as their Non-Negotiables.

While staff articulated a firm understanding of what good customer service looked like, facilitated scenario exercises revealed critical gaps in practical application, particularly when responding to high-risk and vulnerable clients. Capability training and practical sessions with mentoring must address these gaps and is included in the Priority Actions of this Review.

MWCSO's 7 Pillars of Service Delivery

1. Respect, Dignity & Samoan Values in Action

Customer service starts with **fa'aaloalo**, not procedures.

Staff emphasised:

- Talofa with a smile
- Respectful tone of voice and controlled facial expressions
- Va-tapuia - honouring personal and cultural space
- Treating everyone equally, without favour or judgement
- Recognising the dignity of people seeking help (*fa'ataua le tagata o lo'o mana'omia le fesoasoani*)

This includes **using respectful and appropriate language**, especially when engaging with:

- People with disabilities (using correct, dignified terminology)
- Vulnerable individuals and families
- Victims of violence and abuse
- People with different expectations, emotions, or levels of understanding

Key insight: *Customers may not always be right, but they must always be treated as if they matter.*

2. Listening First, Then Responding (Not Reacting)

Good service is **calm, patient, and attentive**.

Staff highlighted:

- Onosa'i (patience), especially with different personalities and circumstances
- Actively listen before giving information
- Respond thoughtfully, not react emotionally
- Ask clarifying questions and never make assumptions

Listening was repeatedly linked to **getting things right the first time:**

- Passing information to the *right* person or division
- Transferring calls correctly
- Avoiding unnecessary back-and-forth or frustration for customers

3. Accuracy, Clarity & Accountability

Customer service is not complete unless the information is **correct and reliable**.

Staff stressed:

- Providing accurate information at all times
- Understanding mandates, policies, and the PSC Code of Conduct
- Accountability for the advice given
- Not guessing, misdirecting, or giving partial answers

This includes:

- Clear explanations of **next steps**
- Reassurance, especially when services take time
- Ensuring consistency across divisions (e.g. PWDS registration processes)

Key insight: *Accuracy is respect.*

4. Timeliness & Responsiveness

Delays will always be interpreted as a form of poor service.

Staff identified good service as:

- Acknowledging people promptly (*tali atu*)
- Responding to emails and online requests in a timely way
- Not making customers wait unnecessarily
- Being aware if no one is present in public serving areas (e.g. foyer)

Practical expectations included:

- Phones not left on “Do Not Disturb” during work hours
- Clear handover when officers are unavailable to avoid customers repeating themselves

5. Professional Presence & Conduct

Staff recognised that **appearance and behaviour communicate trust**.

Customer service excellence includes:

- Professional dress and presentation (*teuteu le box*)
- Cleanliness of workspaces and public areas
- Eye contact and respectful body language
- Minimising distractions (phones, side conversations)

As several staff noted: *“You are the face of the Ministry.”*

6. One Ministry, Not Nine Divisions

Internal service directly affects external service.

Staff clearly stated the need to:

- Improve service between divisions
- Understand the work and processes of other divisions
- Avoid sending customers from office to office without ownership

There was strong support for:

- Cross-division customer service training

- Shared understanding of referral pathways
- Collective responsibility for outcomes, not just transactions

7. Personal Responsibility & Continuous Improvement

Customer service “starts with me”.

Staff shared said:

- “It starts with me” – looking into the mirror analogy
- Cultural Values learned at home should be applied at work
- Everyone has a role to play in customer service, regardless of position

There was strong support for:

- Regular customer service training especially in technical areas of response
- Practical, scenario-based and on-the-job learning
- Ongoing reinforcement, not one-off sessions

Observed Gaps Between Stated Values and Practice

While staff articulated a strong, values-based understanding of Customer Service Excellence, **facilitated scenario exercises revealed critical gaps in practical application**, particularly when responding to **high-risk and vulnerable clients**.

During role-play scenarios involving battered women, family violence and persons with disabilities, participants demonstrated:

- uncertainty about appropriate language and tone,
- limited understanding of trauma-informed responses,
- inconsistent awareness of safeguarding responsibilities, and
- difficulty identifying correct referral pathways and next steps.

This indicates that while values such as fa’aaloalo, patience, equality, and confidentiality are well understood in principle, they are not yet consistently translated into safe, confident practice in complex or sensitive cases.

Given the Ministry’s mandate, these gaps present a service quality and risk management concern that requires urgent attention.

Professional Conduct and Readiness Observations

Across the three-day Mid-Term Review workshop, *attendance and punctuality were inconsistent*, with late arrivals and partial participation observed in all sessions.

This behaviour is misaligned with the customer service standards which the staff themselves described as best practice, particularly:

- accountability,
- professionalism,
- respect for the Ministry’s time as the employer, and
- the principle that “it starts with me”.

These observations suggest that *expectations around professional conduct are not yet uniformly internalised*, and that clearer leadership signalling, standards of conduct, accountability mechanisms, and modelling of expected behaviour are required across the Ministry.

A MWCSO Staff Customer Service Excellence Charter to ensure the Ministry's Core Principles are applied to daily practice is attached as Annex 3.

7. Capability and Readiness

While staff are committed and knowledgeable in their respective roles, capability is not consistent across divisions in key areas including digital and technical skills, understanding of policy, effective planning, monitoring and evaluation, evidence-based and professional reporting, project and time management.

In addition, gaps were identified in professional and behavioural capability, particularly in the consistent application of ethical attendance, accountability for commitments, and leadership role-modelling. These gaps can impact and limit quality delivery of services and affect credibility and evidence-based decision-making.

It must be noted that the capability and behavioural gaps were identified by the staff and Ministry's leadership through honest self-reflection. This demonstrates leadership maturity and a verbalised willingness to improve. As the Minister highlighted in his opening remarks, it is important to integrate conduct expectations and capability mentoring into everyday supervision and performance: *tautuana le au faigaluega*.

A high-level reflection by the CEO and Management highlighted the need to establish and reaffirm *trust* - across the management and within divisions. That session also identified the need to support division managers in crucial areas such as adaptive leadership, change management, strategic decision-making, prioritising the work, mentoring staff, building trust to delegate effectively, and changing mindsets.

The CEO and division managers share that staff capacity gaps meant they were unable to effectively delegate tasks and too often, they are having to do the work themselves. In other cases, division managers share how they feel they have effectively delegated to staff, even trained staff hired as drivers to take up project management responsibilities. This latter approach is observed to be done with a high level of on-the-job training and mentoring. Both approaches describe a culture of micro-managing as a means to address capability and human resource gaps.

The Cycle of Micro-Management

Self-reflection revealed that managers were micro-managing because of fear of failure. There is evidence of a vicious cycle of micro-management due to fear of failure.

"I Do the Work Myself because I have a Fear of Failure that Results will Not be Achieved."

"Results are Not Achieved, if I do not Do the Work Myself."

The diagram below illustrates the cycle of micro-management that must be if efficiency, effectiveness and workplace productivity is to be achieved.

The Cycle of Micro-Management



I Do the Work Myself because I have a Fear of Failure that Results will Not be Achieved – and Results are Not Achieved, if I do not Do the Work Myself.

Addressing all the capability gaps identified is essential to ensuring the Ministry is operationally ready for transition and future mandates.

Capability Pyramid

The Ministry's identified capability gaps can be classified into four Priority Training Areas and interconnected capability domains essential for Ministry performance.

- 1) Leadership and Strategic Governance
- 2) Technical & Sector Expertise
- 3) Core Soft Skills, and
- 4) Professional Conduct & Work Ethic.

These are illustrated in the MWCSO Capability Pyramid Diagram (below) and Capability Framework attached as Annex 5.

This translates staff-identified training needs into a structured, Ministry-wide capability model. It defines what capability the Ministry must have, where gaps currently exist, and how capability will be strengthened in a targeted and accountable way to support service delivery, policy integrity, and the Ministry's transition.

By strengthening these capability domains, the Ministry will:

- ✓ Improve service delivery consistency
- ✓ Strengthen accountability and reporting credibility
- ✓ Reduce delivery delays
- ✓ Support a smooth transition to the new Ministry structure
- ✓ Embed *Authenticity for Impact* in daily practice

MWCSD's Ministry-Wide Capability Model:



8. Priority Actions

This Mid-Term Review is intended to be a turning point, not a compliance exercise. The focus for the next 90 days is discipline, clarity and action - ensuring the Ministry's work translates into tangible improvements that will impact our communities.

- 1) **We will set clearer priorities.** The Ministry will focus on 3-5 whole-of-Ministry priorities that directly affect the lives of families and the vulnerable communities it is mandated to empower and uplift.
- 2) **We will put community impact at the centre of our work.** Success will not be measured by activities alone, but by whether our work reduces harm, increases opportunity and improves the

wellbeing of vulnerable communities. That means ensuring measurable impact on village governance, crucial social areas such as early childhood education, gender-based and family violence, youth unemployment, youth crime and exposure to drugs, as well as the economic empowerment of families and communities.

3) **We will improve coordination.** Over-arching Ministry priorities will be better understood by all divisions, who will purpose to stop working in silos and start supporting each other towards achieving Ministry-wide goals.

4) **We will strengthen accountability and follow-through.** When decisions are made, they will be acted on. All areas of responsibility will be clear and progress will be monitored. We will escalate issues early and not allow problems to linger.

5) **We will raise the standard of service delivery.** Communities have the right to respectful, timely and consistent service and staff will be supported to deliver this. Over the next phase, the Ministry will move decisively from reflection to action by embedding clear, non-negotiable standards of conduct and customer service across all divisions.

6) **We will lead by example.** Leadership behaviour matters. We will model the values we expect, address issues early, and support our staff to succeed. Staff collectively commit to TAFI ESE - remove behaviours and practices that undermine performance and service to our communities. We will commit to working together as a team, in the true sense of *galulue faatasi* and not just rhetoric.

7) **We will address capability gaps across the Ministry.** Over the next period, the focus will be on strengthening our capability gaps, so that all staff are equipped with the tools, confidence, and clarity to do their jobs well.

What Will Change in the Next 90 Days

This Mid-Term Review will only matter if staff and communities experience **real, visible change**.

The following commitments set out what will change within the next 90 days. These actions are deliberately practical, time-bound and owned at leadership level.

1. Clear, Visible Priorities

Within the next 30 days, the Ministry will confirm a **short list of 3–5 whole-of-Ministry priorities** that directly strengthen service delivery to communities and vulnerable groups. These priorities will be communicated consistently by the Minister, CEO and Management Team and reflected in divisional workplans. This will reduce fragmentation and help staff focus effort where it matters most.

2. Stronger Focus on Community Impact

Divisions will be required to explicitly state **who benefits and how** from their work, with particular attention to children, youth, women and girls, and persons with disabilities. Programme discussions will shift from activities completed to **changes achieved at community level**.

Impact:

More purposeful programmes and clearer links between effort and impact.

Less confusion, fewer competing demands, and clearer direction on what matters most.

Programme discussions and reporting will shift from *activities delivered* to ***impact achieved***, particularly in relation to:

- Early childhood education
- Persons with disabilities
- Gender-based violence against women
- Sexual violence against children
- Youth unemployment
- At Risk Youth: drugs and youth crime
- Income generation for vulnerable women, families and communities
- Support to boys and men

3. Improved follow-through and accountability

Agreed actions from the Review will be centrally tracked, with named leadership accountability and regular progress checks led by the CEO and Management.

Progress will also be reviewed regularly by the CEO and Management Team, not left to informal follow-up.

Impact:

Decisions are acted on, not revisited repeatedly or quietly dropped

4. Practical Improvements in Customer Service

Minimum customer service standards will be confirmed and reinforced across the Ministry. Divisions will identify quick, low-cost improvements to reduce delays, confusion and frustration for clients.

Impact:

More respectful, timely and consistent interactions with the Ministry.

Minimum service standards will be reinforced across the Ministry to ensure communities experience respectful, timely and consistent service.

5. Leadership Presence and Consistency

Leaders will engage more visibly with staff, reinforce expectations and model the values of the Ministry. This includes addressing issues early and directly, rather than allowing them to linger and persist.

Impact:

Clearer leadership, stronger support, and greater confidence that issues raised will be addressed.

Visible leadership and values in practice across the Ministry:

Ministry staff have committed to modelling the Staff Charter and the PSC Code of Conduct.

Management commit to addressing issues that are elevated early, and engaging more visibly with staff to build confidence and consistency.

MWCSD Action Plan

Priority Action	What Must Happen (Non-Negotiable)	Who is Accountable	Evidence CEO Expects	Risk if This Slips	Deadline
Confirm Ministry Priorities	3–5 Whole-of-Ministry priorities formally endorsed and issued	CEO	Signed priority statement circulated to all staff	Staff confusion continues; efforts fragmented	Day 30
Align Divisional Workplans	All divisional plans aligned to agreed priorities	Divisional Heads	Revised workplans approved and lodged	Priorities undermined by business-as-usual	Day 60
Embed Community Impact Focus	Impact on vulnerable groups stated in all divisional reports	CEO	Reports include clear impact statements	Activity reported without outcome evidence	Day 45
Shift Programme Conversations	Programme reviews focus on outcomes, not outputs	Divisional Heads	Updated meeting agendas and minutes	No improvement in community outcomes	Day 60
Issue Service Standards	Minimum customer service standards confirmed and applied	CEO to assign	Standards issued; staff briefings completed	Inconsistent service experience continues	Day 60
Improve Frontline Service	Each division implements 2–3 quick service improvements	Divisional Heads	Evidence of changes implemented and communicated	Erosion of community trust	Day 75
Confirm Capability Gaps	Top 5 Ministry-wide capability gaps agreed	CEO & Mgt	Endorsed list of capability gaps	Training remains unfocused	Day 45
Approve Capability Responses	Targeted responses approved and resourced	Management Team	Capability action plan with budget sign-off	Capability gaps persist	Day 60
Enforce Follow-Through	Central action tracker active and reviewed monthly	CEO's Office	Live tracker with monthly review notes	Decisions stall or repeat	Immediate
Model Values & Conduct	Leaders address conduct issues early and visibly	All Leaders	Documented actions taken where required	Poor behaviour tolerated	Ongoing
Strengthen	GEDSI reporting	Research &	Revised GEDSI	Equity impacts not	Day 90

Priority Action	What Must Happen (Non-Negotiable)	Who is Accountable	Evidence CEO Expects	Risk if This Slips	Deadline
GEDSI M&E	quality and consistency improved	Policy	M&E template in use	evidenced	
Report to Minister	90-day progress report delivered and discussed	CEO	Briefing paper and meeting record	Loss of Ministerial confidence	Day 90

9. Leadership Commitments

The commitments in this report are not ambitious because they are large; they are ambitious because they require consistency, discipline and follow-through. The next 90 days will determine whether this review becomes a turning point or another reference document.

A Whole-of-Ministry session to identify what needs to be removed – Tafi Ese – was a brutally honest and highly self-reflective. The session was conducted in a safe space, where deeply rooted behaviour and cultural norms were identified. This has been compiled into an MWCS D Staff Performance Charter (Annex 3) which the Ministry Management and Staff have committed to uphold.

Leadership commits to embedding Customer Service Excellence as a non-negotiable standard across the Ministry, ensuring that the Ministry’s Core Principles are lived consistently in daily practice. A Customer Service Excellence Charter has been developed for MWCS D (Annex 4).

The Ministry will commit to addressing staff capability gaps by adopting a prioritised approach to the Capability Framework that is attached (Annex 5). Focused attention on building staff capability will be seen as a valuable investment in the Ministry’s ability to deliver its national priorities and support will be sought from development partners for this important commitment.

Division Heads and Team Leaders will set the tone through visible role-modelling, professional conduct, and respectful engagement with clients, communities, and all staff.

This commitment includes ensuring safe, dignified, and timely service for all—particularly vulnerable clients—while holding teams accountable for accuracy, ownership, and follow-through.

Leaders will actively break down silos, reinforce a “One Ministry, One Standard” approach, and ensure staff are supported with clear guidance, supervision, and escalation pathways.

Through this commitment, leadership accepts responsibility for creating a culture where high standards of service, accountability, and integrity are expected, enabled, and enforced.

10. Recommendations

This Mid-Term Review confirms that the Ministry's challenge is not a lack of mandate, commitment, or activity - but the need for sharper execution, consistent discipline, and visible accountability. The following recommendations consolidate the actions already identified in this Report into a focused set of priorities to be implemented within the next 90 days.

To reset performance and finish the financial year strong, it is recommended that the Ministry of Women, Community and Social Development take the following actions:

1. Confirm and Enforce Whole-of-Ministry Priorities

Endorse and communicate **3–5 whole-of-Ministry priorities** that directly impact families and vulnerable communities, and require all divisions to align workplans, reporting, and daily decision-making to these priorities. No new initiatives should proceed unless they clearly support these agreed priorities.

2. Shift from Activity to Impact

Require all divisions to demonstrate **who benefits and how** from their work, with reporting focused on real-life community outcomes rather than activities completed. Programme discussions and reports should consistently evidence impact in priority areas such as early childhood development, gender-based and family violence, persons with disabilities, youth at risk, and economic empowerment.

3. Strengthen Accountability and Follow-Through

Introduce a **central action tracker**, owned by the CEO's Office, to monitor agreed actions, decisions, and deadlines. Leadership must regularly review progress, escalate issues early, and ensure decisions are acted on — not revisited or deferred.

4. Enforce Professional Conduct and Service Standards

Embed the **Staff Performance Charter (TAFI ESE)** and the **Customer Service Excellence Charter** as non-negotiable standards across the Ministry. Attendance, punctuality, professional conduct, and customer service expectations must be actively enforced through supervision, performance management, and leadership role-modelling.

5. Improve Coordination and Break Down Silos

Require divisions to work as **One Ministry, One Standard**, strengthening coordination across programmes and services. Internal service between divisions must improve to ensure clients are not passed from office to office without ownership or resolution.

6. Address Priority Capability Gaps

Agree and act on the **top Ministry-wide capability gaps**, focusing on leadership, monitoring and evaluation, customer service practice, professional reporting, digital skills, and ethical conduct.

Capability responses should be targeted, practical, and aligned to service delivery needs rather than ad-hoc training. On-the-job training should also be considered for more sustainable impact.

7. Lead Change with Visibility and Consistency

Require leaders at all levels to demonstrate visible leadership during this transition period - reinforcing expectations, addressing issues early, supporting staff, and modelling the Ministry's values in daily practice.

These recommendations are deliberately practical and time-bound.

Their implementation over the next 90 days will determine whether this Mid-Term Review becomes a genuine turning point - strengthening trust, improving service delivery, and positioning the Ministry for a disciplined and credible transition to the Ministry of Family and Social Development in July 2026.

11. Conclusion

This Mid-Term Review concludes that overall, the Ministry remains on track in the delivery of its overarching mission of ensuring the sustainable and equitable social and economic development of Samoa.

The Mid-Term Review represents not only a stocktake of performance, but a reset point. It provides the Ministry with a clear view of its current position and its operational realities. It also highlights the commitment by all Ministry staff to be clear on their priorities and responsibilities and move forward with disciplined implementation, strengthened capability, and a commitment to always be open to adapt, learn and continuously improve.

Adopting the recommendations of this review will position the Ministry to deliver on its mandate and achieve its strategic objectives over the remaining term.

The next phase is about discipline, focus and delivery. The process affirmed that authenticity is not a slogan. It is demonstrated through consistent, disciplined action and a commitment to the vision and mission of MWCSD.

It must be noted that taking time to pause and undergo this Mid-Term Review is a confirmation of the Ministry's commitment to translate policy into action and action into positive change for the people of Samoa.

"It feels like we wove a big fala in record time, work that would normally take much longer. When you step back, the impact is clear. When you look closely, you see where we can tighten the weave. That is not weakness that is maturity."

CEO Loau Donina Vaa

12. Acknowledgement

This Mid-Term Review has been made possible through Samoa's partnership with the Government of Australia's Tautua Programme. The Tautua Program's End of Investment Outcomes are well aligned to the vision and mission of the MWCSO. The Ministry has a strong relationship with Tautua, and Tautua's flexibility and responsiveness to requests for support, is acknowledged and appreciated.

About the Tautua Programme: Tautua assists in the delivery of Australia's commitments to the development of Samoa through building and supporting the human development foundations required for Samoa's health security, economic recovery, and continued stability thereafter.

Tautua prioritises five interconnected pillars of human development: Education, Health, Gender Equality, Disability and Social Protection.

Guided by the Government of Samoa, Tautua provides opportunity to create transformative change in human development by addressing complex development needs through multi-sectoral, innovative approaches that identify and focus on the underlying issues.

Simultaneously, Tautua intends to be able to respond to emergency, short-term needs, build capacity and through research, monitoring and evaluation apply lessons learned and evidence-based decision making to continuously improve delivery. The goal for Tautua is 'improved health, education, gender equality and social outcomes, and social harmony for all Samoans'.



Annexes

Annex 1: Ministry-Wide SWOT Analysis

Ministry of Women, Community and Social Development (MWCSD)
 Ministry-Wide SWOT Analysis



Staff Consultation: Day 1 (89 participants) & Day 2 (64 participants)

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Capable, diverse and hardworking staff • Strong cultural understanding and community trust • Clear vision, mission and achievable Corporate Plan • Improved governance and compliance • Strong youth, ECD and social development programs • Effective partnerships and UN convention compliance • Growing digital systems and social media reach 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Weak coordination and inter-ministry communication • Gaps between strategy, KPIs and staff capability • Delayed planning and ad hoc implementation • Resource and budget constraints • Attendance, performance and morale issues • Outdated legislation, policies and infrastructure
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Government budget and leadership support • Development partner funding and technical assistance • Digitisation of PMS, VRMS and data systems • Capability Framework and staff training • Digital, AI and social media skill development • Improved community engagement platforms 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Shifting government priorities and policies • Ongoing resource constraints • Absence of legal advisory capacity • Weak digital infrastructure and data access • Climate change and natural disasters • Limited public awareness of key Ministry services

Overall Findings:

The Ministry has strong people, trust, and mandate. Delivery risk lies not in commitment, but in coordination, clarity, and external volatility. The priority is disciplined execution.

Annex 2: Our Core Principles in Action

MWCSD Core Principles with Staff Commitments

These principles are non-negotiable.

They guide our behaviour, our decisions, and our service to Samoa.

STAFF COMMITMENT

As staff of the Ministry of Women, Community and Social Development, we commit to:

- ✓ Serve the people of Samoa with integrity and respect
- ✓ Put vulnerable communities at the centre of our work
- ✓ Act professionally, ethically, and accountably at all times
- ✓ Complete what we commit to do, individually and collectively

Staff Commitments to uphold the 7 Core Principles (Values) of MWCSD

Inclusivity: Ensuring equal access to opportunities and resources for all community members.

Staff commitment -> We treat everyone fairly, without bias, and ensure no one is excluded.

Human Rights: Upholding the dignity and respect of all individuals by ensuring access to essential services.

Staff commitment -> We protect dignity, confidentiality, and the rights of every person we serve.

Service: Delivering high-quality, impartial public services to the people of Samoa.

Staff commitment -> We provide timely, accurate, and respectful service.

Partnership: Collaborating with stakeholders to address complex challenges and achieve sustainable outcomes.

Staff commitment -> We work with communities and partners, not in isolation.

Leadership

Empowering communities to drive development initiatives while maintaining accountability.

Staff commitment -> We lead by example and take responsibility for outcomes.

Accountability

Ensuring transparency and responsibility in decision-making and service delivery.

Staff commitment -> We follow through on commitments and we are answerable for results.

Professionalism

Ensuring that service to the public and within the Ministry is provided in an absolute professional manner.

Staff commitment -> We are punctual, prepared, ethical, and respectful at all time

Annex 3: Tafi Ese: A Shared Commitment to Remove Old Habits and Behaviours

TAFI ESE – STAFF PERFORMANCE CHARTER

Our Shared Commitment

Staff collectively commit to TAFI ESE: remove behaviours and practices that undermine performance, productivity, professionalism, and service to our communities.

This Charter applies to all staff, at all levels, without exception.

What We Commit to REMOVE (TAFI ESE)

- Unplanned and ad-hoc activities
- Failure to escalate issues early
- Divisions and individuals working in silos
- Being territorial over work
- Procrastination and work avoidance
- Gossip, finger-pointing, favouritism
- Looking down upon others or undermining colleagues
- Tardiness and absenteeism (Tia'i galuega)
- Inappropriate relationships or advances
- Non-compliance with PSC and internal policies
- Negativity and defensiveness when improvements are raised

What We Commit to PRACTISE Instead

- Plan our work and respect timelines
- Escalate issues early and responsibly
- Work collaboratively across divisions
- Treat all colleagues with dignity and respect
- Be punctual, present, and professional
- Accept accountability and continuous improvement

Accountability

This Charter is a performance standard. Behaviour under this Charter is assessed through the Performance Management System, supervisory reviews, and PSC compliance processes.

Staff Commitment

Name: _____

Signature: _____

Date: _____

Annex 4: MWCSO Customer Service Excellence Charter

Our Non-Negotiables

Customer Service Excellence is how we live the Ministry's Core Principles in practice.

This Charter applies to all staff, in all roles, at all times.

1. Respect and Dignity – Always

- Greet all clients respectfully and acknowledge them promptly
- Use dignified, inclusive, and appropriate language
- Maintain respectful tone, facial expression, and body language
- Treat everyone equally, without judgement or favour

2. Safety and Care for Vulnerable Clients

- Respond calmly and professionally to vulnerable clients
- Listen first; do not interrogate, blame, or dismiss
- Protect confidentiality at all times
- Follow correct referral and escalation pathways
- If unsure, seek guidance – do not guess

3. Accuracy, Ownership, and Follow-Through

- Provide accurate, mandate-based information
- Take ownership of client queries until resolved or referred
- Clearly explain next steps and timeframes
- Do not send clients from office to office within the Ministry

4. Professional Conduct Is Not Optional

- Be punctual and present for work and meetings
- Dress and present yourself professionally
- Minimise distractions when serving clients
- Maintain clean, welcoming service environments

5. Timely and Responsive Service

- Acknowledge clients promptly (in person, phone, online)
- Respond within agreed timeframes
- Ensure service points eg phones and reception are monitored during work hours

6. One Ministry, One Standard

- Collaborate across divisions to meet client needs
- Treat colleagues with professionalism and respect
- Share responsibility for outcomes

7. Personal Responsibility and Role Modelling

- Take responsibility for personal conduct
- Accept feedback professionally
- Model the standards expected of others

Annex 5: MWCSO Capability Framework

A more comprehensive Staff Capability Framework can be developed for each of the four key areas identified.

Capability Area	Sub-Area	Description	Priority	Development Action
Technical Expertise	GBV, Disability, ECD, Youth & Vulnerable Groups	Knowledge and skills required to deliver core social services effectively	High	Targeted sector-specific training, workshops, and mentoring programs
Soft Skills	Communication & Empathy	Effective interaction with clients and communities, culturally sensitive approaches	High	Training in active listening, cultural competence, client engagement
	Teamwork & Problem Solving	Collaboration across teams and divisions	Medium	Team-building exercises, problem-solving workshops, peer learning sessions
Leadership	Strategic Oversight & Coaching	Ability to provide direction, motivate teams, and mentor staff	High	Leadership development program, coaching, and mentorship schemes
	Decision-Making & Accountability	Ensuring timely, ethical, and effective decisions	High	Structured training in decision-making frameworks, performance accountability mechanisms
Professional Conduct	Timeliness & Commitment	Adherence to schedules, work ethic, and dedication	High	Performance management and recognition programs
	Ethical Standards & Integrity	Upholding public service values	High	Ethics training, code of conduct reinforcement, leadership modelling
Operational Readiness	Monitoring & Evaluation	Ability to track, report, and improve service delivery	High	M&E system training, data analysis workshops, reporting standardisation
	Digital Literacy & Tools	Proficiency in digital systems and tools supporting service delivery	Medium	IT training, system-specific workshops, ongoing digital support

Annex 6: Priority Action Plan

Priority Action	What Must Happen (Non-Negotiable)	Who is Accountable	Evidence CEO Expects	Risk if This Slips	Deadline
Confirm Ministry Priorities	3–5 Whole-of-Ministry priorities formally endorsed and issued	CEO	Signed priority statement circulated to all staff	Staff confusion continues; efforts fragmented	Day 30
Align Divisional Workplans	All divisional plans aligned to agreed priorities	Divisional Heads	Revised workplans approved and lodged	Priorities undermined by business-as-usual	Day 60
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Improve Frontline Service	Each division implements 2–3 quick service improvements	Divisional Heads	Evidence of changes implemented and communicated	Erosion of community trust	Day 75
Confirm Capability Gaps	Top 5 Ministry-wide capability gaps agreed	CEO & Mgt	Endorsed list of capability gaps	Training remains unfocused	Day 45
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Enforce Follow-Through	Central action tracker active and reviewed monthly	CEO's Office	Live tracker with monthly review notes	Decisions stall or repeat	Immediate
Model Values & Conduct	Leaders address conduct issues early and visibly	All Leaders	Documented actions taken where required	Poor behaviour tolerated	Ongoing

Priority Action	What Must Happen (Non-Negotiable)	Who is Accountable	Evidence CEO Expects	Risk if This Slips	Deadline
Strengthen GEDSI M&E	GEDSI reporting quality and consistency improved	Research & Policy	Revised GEDSI M&E template in use	Equity impacts not evidenced	Day 90
Report to Minister	90-day progress report delivered and discussed	CEO	Briefing paper and meeting record	Loss of Ministerial confidence	Day 90



“Service is not measured by how busy we are, it is measured by how we deliver. When we honour time, we honour people. When we honour people, we strengthen the nation.”

Hon Moefa’auouo Julius Ah Kui Tafuna’i



Annex 7: Outline of Staff Numbers by Division

Ministry of Women Community & Social Development		No of Staff	Percentage
1	Office of the CEO	3	2%
2	District Development Program Management Unit (PMU)	4	3%
3	Division for Communication & Inf Tech (CIT) and Audio Visual (AV)	8	6%
4	Division for Community & Governance	10	8%
5	Division for Policy & Sector Coordination	10	8%
6	Division for Economic Development	11	9%
7	Division for Social Development	12	9%
8	Division for Printing (Government Printing Press)	20	16%
9	Division for Corporate Services	37	29%
10	Savaii Office	13	10%
		128	100%

Annex 8: MWCS D Staff List

OFFICE OF THE MINISTER		
Hon Moefaaouo Julius Ah Kui Tafunai	Minister MWCS D	MALE
1. Jeannie Isitolo Chadwick	Principal Advisor	FEMALE
2. Gataaga Talalelei Folau	2nd Secretary - Office of the Minister	FEMALE
3. Eunike Tiuga	Office Assistant - Office of the Minister	FEMALE
4. Agalii Tusa	Driver - Office of the Minister	MALE
OFFICE OF THE CEO		
1. Loau Donina Tili Va'a	Chief Executive Officer	FEMALE
2. Vaasiva Pritchard	Internal Auditor	FEMALE
3. Paialii Toafa Mao	Executive Assistant- CEO	FEMALE
PROJECT MANAGEMENT UNIT		
1. Unasa Viane Toala	Project Co-ordinator	FEMALE
2. Losa Bourne	Project Monitoring & Evaluation	FEMALE
3. Temukisa Maua	DDP Financial and Administrative Officer	FEMALE
4. Sola Fuatogi	Office Assistant/ Driver	MALE
CORPORATE SERVICE DIVISION		
1. Polataivao Utufaasili Manutagi Tiotio	ACEO - Corporate Services	FEMALE
2. Silaumua Konelio	Principal Procurement & Asset Mgt Officer	FEMALE
3. Galuvao Maranata Maiava	Principal Administration & Payroll Officer	MALE
4. Tuautu Louis Bartley	Principal Human Resource and Mgt Officer	MALE
5. Asotoelau Malaki	Principal Finance and Accounts Officer	MALE
6. Queenmary Tiaaleaiga	Senior Administration & Payroll Officer	FEMALE
7. Fagataele Manu	Senior Accounts and Finance Officer	MALE
8. Faagotola Iere - Mafuolo	Senior Human Resource Mgt Officer	FEMALE
9. Bilbo Jay Poutoua	Senior Procurement & Asset Mgt Officer	MALE
10. Fuaifale Unasa - Live	Senior Records Officer	FEMALE
11. Isabella Fanueli - Ualesi	Senior Human Resource Dev Officer	FEMALE
12. Faasagaifomanumailagi Faalafi	Accounts Officer - Project	MALE
13. Sopenapanea Vise	Asset Officer	MALE
14. Emeline Alavaa Sao	Receptionist/Telephone Operator	FEMALE
15. Toeaso Vagana	Cashier	FEMALE
16. Faitoaga Kainano	Human Resource Mgt Inf System Officer	MALE
17. Vasanahavataiairo Paisa	Assistant Accounts Officer	MALE
18. Patrick Mamaia	Assistant Accounts Officer	FEMALE

19. Gloria Faamatuainu	Assistant Records Officer	FEMALE
20. Lesa Asiasiga Mataaafa	Senior Records Clerk	FEMALE
21. Pipiimaelele Natia	Assistant Administration Officer	FEMALE
22. Luteru Finau	Driver	MALE
23. Faapo Leleisiuao	Driver	MALE
24. Salam Faautu	Driver	MALE
25. Faaolo Fevesiai	Driver	MALE
26. Papalii Clay Wilson	Driver	MALE
27. Kapeli Eneliko Ili	Driver	MALE
28. Alapati Utuva Timo	Driver	MALE
29. Peresetene Allen	Driver	MALE
30. Afa Toma Ese	Driver	MALE
31. Talena Lafai	Cleaner	FEMALE
32. Samitioata Vavao	Cleaner	FEMALE
33. Mereane Pili	Cleaner	FEMALE
34. Opetai Sapati	Security	MALE
35. Sootaga Misieli	Nightwatchman	MALE
36. Mafa Soolefai	Tea Lady	FEMALE
37. Aiulu Sa	Tea Lady	FEMALE
<u>DIVISION FOR POLICY & RESEARCH</u>		
1. Felila Maleifua	Principal Planning and Reporting	FEMALE
2. Veronica Talafaaoti	Principal Policy & Research Development Officer	FEMALE
3. Puleiata Lisa Pouli Chadwick	Principal Sector Coordinator	FEMALE
4. Akeripa Misa	Senior Policy Analyst	MALE
5. Patricia Timu'a	Senior Monitoring and Evaluation Officer	FEMALE
6. Anetoa Samoa Grevel	Senior Planning and Reporting Officer	FEMALE
7. Leutogitupaitea Uesele	Senior Information Officer	FEMALE
8. Russell Anderson Ieremia	Research Officer	MALE
9. Judane Ariona Ieremia Apoua	Planning & Reporting Officer	FEMALE
10. Simorina Potoi	Research Officer	FEMALE
<u>DIVISION FOR GOVERNANCE</u>		
1. Aufai Alan Aiolutotea	ACEO Governance Community	MALE
2. Leiataua Joe Eteuati	Principal Comm Facilitation Officer	MALE
3. Asiata Viveita Semu	Principal Comm Advisory/Sanitation Off	MALE
4. Sa'u Sefulu Salesulu	Principal Internal Affairs	FEMALE
5. Kereta Fuafiva	Principal Community Planning Officer	MALE
6. Tusipepa Tanielu	Senior Capacity Development Officer	FEMALE
7. Doreen Faigaleva	Senior Community Planning Officer	FEMALE
8. Fei Samuelu	Senior Community Planning Officer	FEMALE

9. Aveolela Vaetoe	Internal Affairs Officer	FEMALE
10. Momoi Ah Loo	Internal Affairs Officer	FEMALE
<u>DIVISION FOR SOCIAL</u>		
1. Luisa Lemisio	Principal Case Management Officer	FEMALE
2. Orita Asi	Principal Prevention & Early Int Officer	FEMALE
3. Tiaoalii Williams	Senior Disability Officer	FEMALE
4. Salome Lole	Senior Prevention & Early Int Officer	FEMALE
5. Maotasa Faifuaina	Senior Case Management Officer	FEMALE
6. Leota Heker Matai	Senior Programme Dev and Training Off	MALE
7. Lemau Simanu Fialelei	Senior Prevention & Early Int Off	FEMALE
8. Dorothy Tofilau	Prevention & Early Int Officer	FEMALE
9. Josephine Tafili	Programmes and Training Officer	FEMALE
10. Caroline Geraldine Malaitai	Programmes and Training Officer	FEMALE
11. Annaliz Vaituutuu Timu	Assistant Programmes and Training Off	FEMALE
12. Susie Sumeo	Assistant Programmes and Training Off	FEMALE
<u>DIVISION FOR ECONOMIC</u>		
1. Ana Leau Vaasa	ACEO Economic	FEMALE
2. Laufiso Kinzey Peter Esene	Principal Employment Dev Officer	MALE
3. Ruby Lou Tuiloma	Principal Social Business Dev Off	FEMALE
4. Chara Tasi	Principal Poverty Alleviation Officer	FEMALE
	Senior Poverty Alleviation Officer	
5. Leuteitifaimoana Ilimaleota	Senior Social Development Officer	FEMALE
6. Victor Pese	Senior Employment Development Officer	MALE
7. Fitiseanu Key Tuato	Poverty Alleviation Officer	FEMALE
8. Maria Atioo	Employment Development Officer	FEMALE
9. Angela Faaupega	Employment Development Officer	FEMALE
10. Utuva Palota	Social Business Development Officer	MALE
11. Apiseta Falefa	Chief Weaver (Matuauu)	FEMALE
<u>DIVISION FOR CIT/AV</u>		
1. Tuilimu Misikupa Kupa	ACEO CIT/ AV	MALE
2. Vinepa Seumanutafa Faasau	Principal IT	FEMALE
3. Funemalafai Aquinas Uili	Principal AV	MALE
4. Sylvan Elisara	Principal Communication Officer	MALE
5. Fuatimu Semisi	Senior IT Officer	MALE
6. Peter Edward Tofilau	Senior IT Officer	MALE
7. John Nicholas Sio	Senior Audio Visual Officer	MALE
8. Fonomaalii Failalo Moegatuli Afegogo	Audio Visual Officer	MALE

DIVISION FOR PRINTING		
1. Vitoria Lalomilo	ACEO Printing	FEMALE
2. Faapaia Pagaialii Tasi	Principal Production Officer	MALE
3. Tua Lauulu	Senior Printer- Pre Press	MALE
4. Faavae Pele	Senior Binder	FEMALE
5. Aukusitino Milo	Senior Printer Offset Production	MALE
6. Foaluga Malolo	Account Officer (Printing)	FEMALE
7. Talalelei Jr Aoelua	Assitant Senior Technician	MALE
8. Sagato Setiu	Assistant Senior Binder	MALE
9. Keli Niusulu	Binder	MALE
10. Fomai Aimalala	Nightwatchman (Printing)	MALE
11. Tepora Leo Vaetoe	Computer Layout Artist	FEMALE
12. Shenly Maiava	Bindery Assistant	MALE
13. Faatai Afitu	Binder	MALE
14. Fatu Fasi	Binder	MALE
15. Malia Suliveta	Binder	FEMALE
16. Tafega Tuigamala	Binder	MALE
17. Michael Felise	Machine Operator	MALE
18. Faavae Faleomanu Sefo	Binder	MALE
19. Lamasi Iefata	Binder	MALE
20. Mariakoreti Pelesesa Tauaa	Binder	FEMALE
SAVAII TEAM		
1. Leausa Aukuso Taala	Senior Prevention Early Intervention Officer	FEMALE
2. Siatafu Tinai	Senior Internal Officer	MALE
3. Lupetau Fiu	Senior Empowerment Development Officer	FEMALE
4. Ila Amuimuia	Senior Administration Officer	FEMALE
5. Litia Folaitoga Asiata	Senior Community Planning Officer	FEMALE
6. Mercy Sydney Asomaliu	Internal Affairs Officer	FEMALE
7. Mercy Marilyn Talisau	Employment Development Officer	FEMALE
8. Timalu Lisone Euga	Prevention & Early Intervention Officer	FEMALE
9. Faimafili Otto	Senior Administration Clerk	MALE
10. Eirene Toala	Driver	MALE
11. Hati Talisau	Driver	MALE
12. Nouata Valaau	Cleaner	MALE
13. Faauu Seumanu	Nightwatchman	MALE



**MINISTRY OF WOMEN
COMMUNITY & SOCIAL
DEVELOPMENT**

REFLECT, REVIEW, RENEW
MID-TERM-REVIEW

8:30 AM – 4:00 PM

DAY 1: 4 FEB 2026

TOOA SALAMASINA HALL
ALL STAFF

DAY 2: 5 FEB 2026

TOOA SALAMASINA HALL
ALL STAFF

10:00 AM – 3:30 PM

DAY 3: 6 FEB 2026

TAUMEASINA ISLAND RESORT
MANAGEMENT

WHAT TO WEAR

DAY 1: ALL WHITE

DAY 2: DIVISION COLOURS:

-  DIVISION FOR PRINTING
-  DIVISION FOR ECONOMIC DEVELOPMENT
-  DIVISION FOR SOCIAL DEVELOPMENT
-  DIVISION FOR GOVERNANCE
-  PROJECT MANAGEMENT UNIT
-  DIVISION FOR RESEARCH POLICY & PLANNING
-  DIVISION FOR INFORMATION COMMUNICATION
TEACHNOLOGY & AUDIO VISUAL
-  OFFICE OF THE CHIEF EXECUTIVE OFFICER
-  MINISTERS OFFICE
-  DIVISION FOR CORPORATE SERVICES



**LETS REFLECT ON
WHAT HAS
HAPPENED AND
EXCHANGE IDEAS
FOR THE FUTURE**