MINISTRY OF WOMEN, COMMUNITY
AND SOCIAL DEVELOPMENT

MINISTRY OF WOMEN, COMMUNITY AND SOCIAL DEVELOPMENT STRATEGIC PLAN

2021-2026

Foreword

It is my pleasure to present the Strategic Corporate Plan for Ministry of Women, Community and Social Development. Over the last few years we have concentrated on development of a comprehensive Community Sector Plan to guide all the different aspects of the Sector. With the launch of the Community Sector Plan 2021-26 , it is a perfect opportunity to also launch the strategic corporate plan of the Ministry of Women, Community and Social Development.

This plan translates the big picture vision and mission of the Community Development Sector Plan 2021-26 into how this will be implemented and coordinated by the Ministry of Women, Community and Social Development and its 6 divisions.

The Ministry of Women, Community and Social Development has undergone it own development and changes over the last few years which is outlined further in this plan. While our approach has changed I feel confident that we will be able to respond better to the needs of the community and most especially the vulnerable groups.

As mentioned in the Strategy for the Development of Samoa 2021-25 (SDS), the Samoa 2040 Agenda and the Community Development Sector Plan 2021-26 (CDSP) the District Development Plans will form the basis of all our development work and the strengthening of village leaders will remain a priority.

The Ministry of Women, Community and Social Development has worked hard to integrate the work of the community development sector into its every day work, this has been a challenge as the Sector is sometimes seen as outside the Ministry. As demonstrated by the Sector coordination now being placed under our Research, Planning and Policy Division all the Ministry planning, Monitoring & Evaluation and reporting has been integrated into the community development sector work.

In addition I welcome the establishment of a new division that will focus on Communication and ICT. This is a much needed division that will increase our coordination in the areas of internal and external communication, information technology and audiovisual, and data storage. As well as strengthening of our senior staff in all our divisions including our Savaii office.

In closing I would like to thank our Minister, Hon. Tuitama Dr Talalelei Tuitama, for his guidance over the last 3 years, it was a difficult time with measles and COVID-19. We value your calm leadership and vision and we wish him all the best for his retirement.

Lastly, I thank my staff for their passion and hard work for the Ministry, I am confident in my staff to carry out this strategic corporate plan and I look forward to achieving our vision and objectives to better the lives of our communities.

Afamasaga Faauiga Mulitalo
Chief Executive Officer

## Table of Contents

List of Figures

List of Tables

1. Introduction

The purpose of this Strategic Corporate Plan is to identify the priorities of the Ministry of Women, Community and Social Development and the goals for the future and to plan strategies for achieving these goals. The planning process for this document considered many issues and pressures faced by the Ministry and community.

This Strategic Corporate Plan is one of several key planning documents, it is the overarching guideline for the Ministry of Women, Community and Social Development. The aim of this document is to interpret the relevant elements of the Community Development Sector Plan into a pathway forward for the Ministry. This document is a guide for all work carried out within the Ministry. Figure 1 shows the planning documents and how they move from strategic high level documents, outlining the direction and why we are going that way, to operational documents that detail the activities, who is implementing and how they are measured.

FIGURE 1 PLANNING FRAMEWORK DOCUMENTS
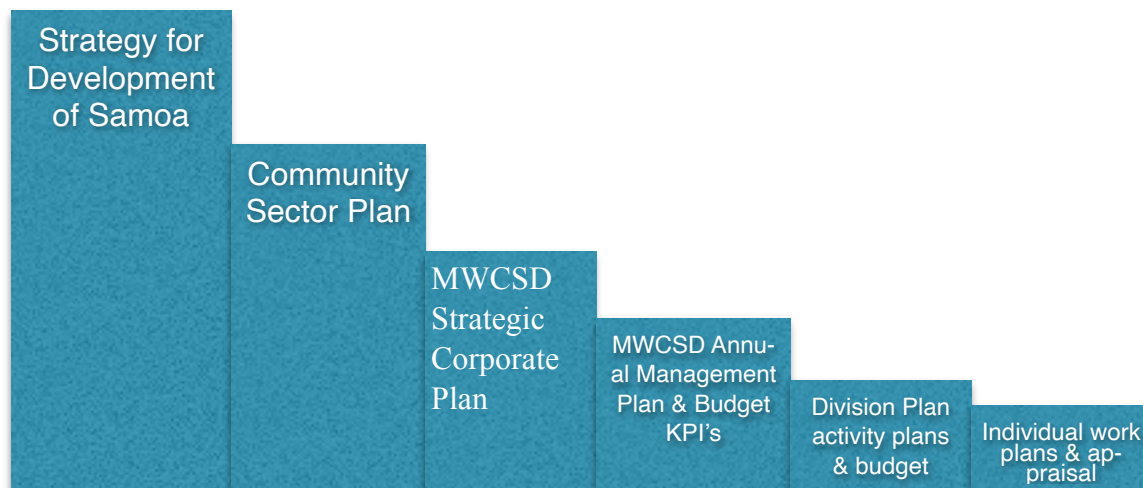
In an effort to streamline and reduce confusion between planning documents, this Strategic Corporate Plan does not include a detailed work plan, as in previous versions.

The focus of this Strategic Corporate Plan is to identify the Ministry level goals and agreed upon strategies to achieve the expected outcomes of the Community Development Sector Plan. Breaking down the goals and strategies to each division to guide their work for the next 10 years.

The Ministry **Annual Management Plan** outlines at division level the activities that are linked to the national and project/ programme outcome statements, indicators and target. This document is a working document and is reviewed and revised each year based on the project documents and the national budget process.

This document is structured through a series of questions, the answers of which will guide the way forward for the Ministry. There are six questions divided into six sections:

1. Who are we?—brief outline of who makes up the Ministry, mandated duties, and

2. Where we are now?

3. Where are we going?

4. How are we going to get there?

5. How do we know when we have arrived?

6. Who is doing what?

2. Who we are

The Ministry of Women, Community and Social Development is guided by the priorities outlined in the Strategy for Development of Samoa[1] "An Improved Quality of Life for All". The Ministry is positioned within the Social Key Outcome Area[2], Key Outcome 8.1 Community Development Enhanced. The Ministry is responsible for coordination of the Community Development Sector.

Ministry of Women, Community and Social Development is headed by a Chief Executive Officer (CEO) and seven Assistance Chief Executive Officers (ACEO), each with their own Division. A key feature of the Ministry of Women, Community and Social Development structure and processes is the use of community village representatives from every village in Samoa.

This involves each village appointing two representatives (a woman and a man). These individuals are selected by their respective village councils, the representatives serve as liaison officers between government and the villages – reporting to Government on a monthly basis, while sharing all relevant information from Government bodies – of interest to the village welfare. In addition these positions are paid a stipend on a fortnightly basis and are given travel allowances when they attend events.

In practice the village representative structure continues to be complex with some villages without a women or man representative and villages that are 'non traditional' use a different process to select their sole representative and it can be a woman or a man, noting that is usually a man.

Over the last 2-3 years staffing structure and the function of the Ministry was reviewed, particularly the three programme divisions resulting in a new focus and approach while keeping the same mandatory roles and key functions. This is outlined in a later section.

Our mandatory roles

The work of the Ministry of Women, Community and Social Development is governed by the following Legislations

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

---

[1] Strategy for Development of Samoa 2021-2025
[2] There are four (4) Priority Areas— 1-Economic, 2 Soical, 3 Infrastructure, and 4 Environment.

The Ministry of Women, Community and Social Development also continues to align itself strategically with related international, regional and national policy initiatives. These include:

- UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) ratified by the government of Samoa in 1992

- UN convention on the rights of the Child (CRC) ratified by the Government of Samoa in 1994

- Commonwealth Plan of Action on Gender Equality

- Millennium Development Goals (MDGs)

- Commonwealth Youth Programme (CYP)

- United Nations Development Assistance Framework (UNDAF)

- Strategy for the Development of Samoa 2012-2016 (SDS)

- Cabinet Directives

Our Core Functions

1. **Policy Advice and Development** on community development issues

2. **Strategic Corporate Planning** on community development issues

3. **Monitoring and evaluation** on community development issues

4. **Analysis and Reporting** of community social, economic and governance development processes and procedures

5. **Resource mobilisation** for community social, economic and governance development

6. **Coordination** of community development processes and procedures

7. Provision of **Government Printing** services.

Revised Focus and Approach

To enable Ministry of Women, Community and Social Development to respond in a more meaningful manner to the needs of the community the focus was changed from working with separate community groups such as- youth, women, men, to thematic areas of: social development, economic empowerment, inclusive governance and leadership.

While each of the community groups remain important, they all live in a family in a community. We have found that working with families and communities has more impact than working with only individuals. All the individual and vulnerable groups such as children, youth, PWD, elderly, women, people with diverse gender identity are considered by all divisions in the ministry as a cross-cutting aspect of all work.

The three programme themes of the Ministry are:

1. Social Development (previously Division for Women)

2. Economic Development (previously Division for Youth)

3. Governance & Leadership (previously Internal Affairs)

The impact of this change for the Ministry staff was and is continuing to be a challenge. Programmes that were targeting women only , or men only or youth only are now expected to be inclusive of men, women, youth and people living with disability and people with diverse gender identity. New National policies for community economic development, ending family violence, gender equality, inclusive governance, and Persons with Disability have been developed and approved by Cabinet and guide the work of the Community Development Sector and the Ministry of Women, Community and Social Development.

The next section outlines briefly the three approaches that the Ministry has prioritised and will continue to use moving forward.

- Use of Integrated Planning Framework

- Narrow our target group to those most in need (vulnerable families)

- Focus on policy role, coordination, monitoring and evaluation

Integrated Planning Framework

The Integrated Planning process encompasses the review, design, planning, monitoring, and evaluation into a practical planning cycle that links the government budget process to the planning process. Figure 2 outlines the progress that is now guiding the work of the Ministry.

In practice this involves all projects housed within the Ministry mainstreamed into the appropriate division. The Ministry is closely involved with donor funded projects that focus on specific areas and groups. These include Youth Employment Project (supported by UNDP), Samoa Women Shaping Development and Samoa Disability Project (both supported by Government of Australia through DFAT), reproductive health project (supported by UNFPA), child protection project (supported by UNICEF), Integrated Water Scheme (supported by EU), Social Protection Project (Joint UN), Spotlight project (UN & EU).

TABLE 1 INTEGRATED PLANNING PROCESS

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
MWCSD Planning & Reporting	Annual Report for last FY						6 month Review					Annual review
	New AMP implemented						AMP for next FY Draft					AMP for next FY finalised
MWCSD Financial Management	Approved budget implemented						Submit Mid-year budget review of current FY based on 6m Review					
		Submit final year Budget review to MOF					Proposed Budget for new FY to MOF based on 6m Review and new AMP					
Community Development Sector	Sector Steering Committee quarterly Meeting			Sector Steering Committee quarterly Meeting			Sector Steering Committee quarterly Meeting			Sector Steering Committee quarterly Meeting		
	Annual Review Report						6 month Review					Annual Review
Other	Audit						Parliamentary committees			Budget consultations / Budget presented in Parliament		
	CEDAW National Report / CRC National Report / CRPD National Report / Beijing Platform for Action National Report						National Child Care & Protection Policy / National Disability Policy / National Family Safety Policy / National Inclusive Governance Policy / Community Economic Development Policy					

Narrowing Target Groups

In the past the Ministry work was focusing on everyone, all children, all women, all youth, all men. As indicated in some of the Ministry past Annual Reports[3] and has stretched the Ministries limited time and resources. Therefore the changes included the outsourcing of programme activities, strengthening the areas the policy, monitoring and regulation, and the

---

[3] find references for this statement.

narrowing of target groups to families most in need in the programme areas of Social Development and Economic Development, and the work of Governance & Leadership to village and village district structures.

Figure 2 shows the list of factors to take into consideration process of identifying which families were of the greatest need. The Vulnerable[4] paper published by Ministry of Finance was used to define what is meant by vulnerable and how then the Ministry would incorporate this into their programmes. The identification of vulnerable families began in 2017 and is an going process. The Research, Policy & Planning Division is coordinating this process with input from the three programme divisions.

FIGURE 2 VULNERABLE ASSESSMENT INDEX
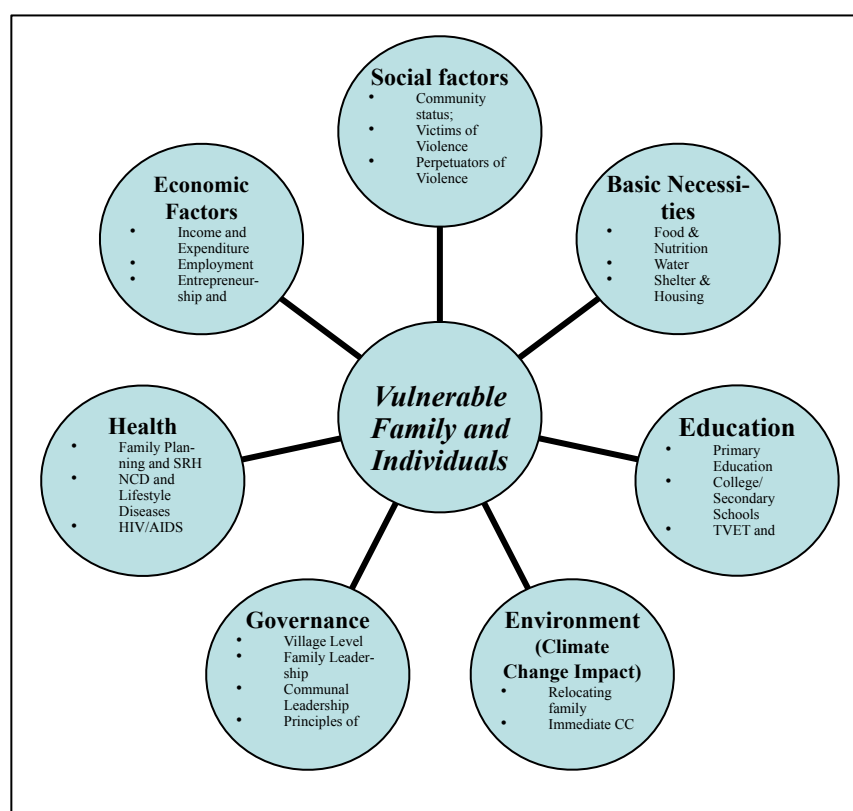
The discussion on definitions and means of phrases is on-going at the Ministry and includes the translation of words such as 'vulnerable' into the Samoan context and language. The Ministries Glossary of Terms is being developed, showing the English and Samoan translation of key words and phrases used by the Ministry and the Community Development Sector.

---

4 i Samoa's Vulnerable Groups Concept Note was approved by the Cabinet Development Committee on October 5 2012. It provides a general definition of vulnerable groups or populations and identifies the characteristics and specific needs of vulnerable groups to facilitate the design of strategies, programmes and priorities to meet their needs, both at the national and sectoral planning level. Samoa's identified vulnerable groups or populations include Women, Youth, Children, Elderly, People with Disabilities and Low Income Households (mostly in rural areas but includes pockets in the Apia Urban Area).

Focus on Policy, Processes and Monitoring and Evaluation

The Functional Analysis carried out by Public Service Commission on Ministry of Women, Community and Social Development[5] included recommendations on the approach from hands on programme delivery to policy, monitoring and regulation. In line with these recommendations and the Ministry has a new focus on developing a comprehensive Policy framework that includes programme policies and strategies, operational policies and strategies, monitoring and evaluation processes and management policies and strategies.

Our Structure

The Ministry of Women, Community, and Social Development is organised into Divisions that focus on a specific area, there are 6 divisions with a proposal to add one new division, this is shown in Figure 4

FIGURE 3 MWCSD ORGANISATION STRUCTURE
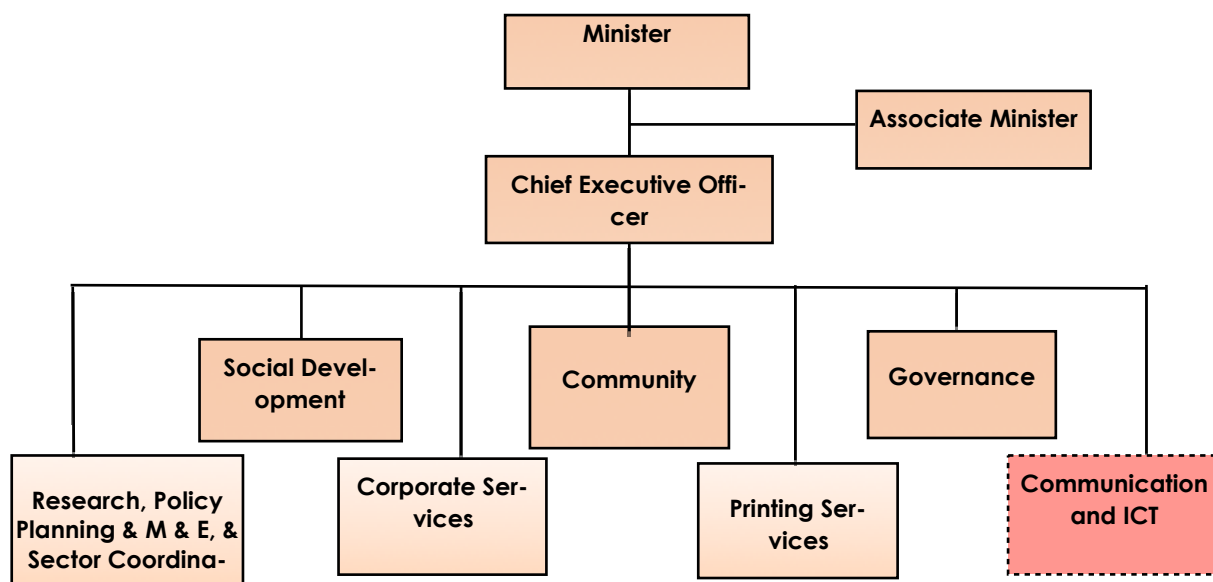
The Communication and ICT Division is a new division that brings together the Information Technology (ICT), Audio Visual (AV) and communication functions under one structure to strengthen our overall communication and technology outcomes. The Communication & ICT Division will manage the Communication Framework and include internal and external communication. The Division will bring together the important elements of communication for development and social change, such as the skill building & education training, audio visual, and public relations.

---

[5] add reference

Our Workforce

The Ministry of Women, Community and Social Development work force include Government Representatives (women and men) from each village. The Workforce Plan[6] is a key planning document that ensures the goals and objectives of the Ministry are linked with the human resource development. The aim being to maintain a workforce that enables the Ministry to deliver its services and achieve its goals and objectives. The Workforce plan outlines four priorities; performance management, staff development, organisation structure, occupational health and safety.

As at 30th June 2020, a total workforce of hundred and sixteen (116) were employed under the Ministry of Women, Community and Social Development including management (contract) and project employees.

TABLE 2 EMPLOYEE STATISTICS AS AT 30TH JUNE 2020

Type of Employee	Number of Employees	Number of Positions	No. Male	No. Female
Contract officers	7	8	2	5
Permanent	94	124	44	50
Retirees & others**	5	5	2	3
Project employees	9	10	2	7
Wage worker*	1	1	1	-
TOTAL	116	148	51	65

** Staff of the Office of the Minister

Approximately half of the staff are men and women. In addition, a total of three hundred and eighty three (383) Government Village Representatives were employed by the Government through the Ministry, 210 were Sui o Nuu and Sui o le Malo; and 173 were Sui Tamaitai o Nuu with a total of 66 villages pending appointment decisions.

Nineteen (19) vacant positions were occupied and completed the R & S process within 2019/20 and at the end of the financial year, 16 vacancies remain in the Recruitment and Selection Process with sixteen (16) other positions to be written off as per organization restructure. The Ministry staff turnover of twenty three (23) including two (2) contracts, two (2) retirees and three (3) project officers ending term of employments during the fiscal year.

FIGURE 4 MINISTRY STAFF BY GENDER

---

[6] MWCSD Workforce Plan 2011-2016 is currently being reviewed and a new one developed

Total Ministry Staff by Gender
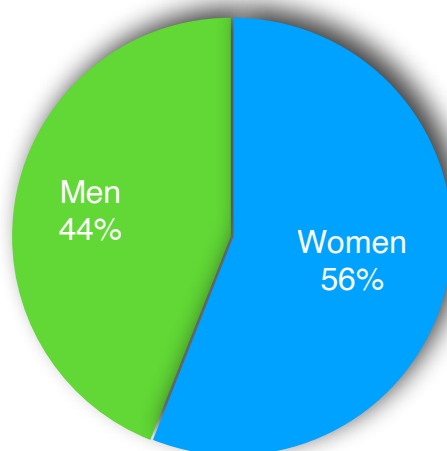
3. Where are we now?

In this section the current situation will be outlined briefly. Three areas are discussed:

1. The Community Development Sector Plan 2021-2031.

    The new Community Development Sector Plan was reviewed and developed at the same time as this document, ensuring all elements are aligned and linked.

2. A summary of recent research and Ministry reviews on the situation now in Samoa.

3. The SWOT analysis carried out as one of several planning exercises by the Ministry, and with key stakeholders is discussed.

Issues raised in all the sections are then used to identify where we are going next, our goals and principles, as well as the strategies to be used in the next years.

Community Development Sector

Ministry of Women, Community and Social Development is positioned as the coordinator of the Community Sector within Social Sector group of the Strategy for Development of Samoa; Accelerating Sustainable Development and Broadening Opportunities for All (SDS).

The Community Development Sector Plan 2021-2026 is the overarching guide for the Ministry of Women, Community and Social Development, and this Strategic Corporate Plan purpose is to identify the specific goals and objectives to further guide and direct all the Ministries work in achieving these goals.

Vision

Communities leading inclusive development for quality of life for all

Mission

Empowering communities to lead inclusive development for a quality of life for all

Goal

Enhanced inclusive development, improved economic empowerment and social outcomes for our communities.

TABLE 3. COMMUNITY DEVELOPMENT SECTOR PLAN OUTCOME MAP

End of Sector Plan Outcome Statement		End of Sector Plan Outcomes	
1	Inclusive governance and environment leadership strengthened	1.1	Improving inclusion and diversity in governance at all levels
		1.2	Community Leadership improved at all levels
		1.3	Community Environment management & Disaster Risk management
2	Economic empowerment of vulnerable all individuals and families improved	2.1	Strengthened economic empowerment of all women, youth and vulnerable groups
		2.2	Community Led Economic development
		2.3	Enhanced economic development of persons with disabilities.
3	Social outcomes improved for all vulnerable individuals and families	3.1	Ending violence in the family and most especially against women
		3.2	Child care and protection policy is implemented
		3.3	Improved Health Outcomes
		3.4	Improved Education Outcomes
		3.5	Improved Law and Justice for social outcomes
4	Improved access and use of infrastructure for vulnerable individuals and families	4.1	Improved access and use of infrastructure such as transport, housing and ICT
		4.2	improved access and use of utilities- water, electricity
5	Effective sector coordination environment and management	5.1	Cross-sectoral coordination strengthened
		5.2	Strengthen capacity of Sector implementing agencies
		5.3	Coherent sector planning and policy formation and reporting

Reviews & Research

Each year the Ministry of Women, Community and Social Development and the Community Sector carry out their review processes and results achieved. These are then transferred into official documents such as Annual Reports, project progress reports and budget reports. In addition the Ministries processes and procedures are monitored by Ministry of Finance, the auditor and Public Service Commission through spot checks and annual reviews. Other evaluations include Parliamentary Committee on Public Spending.

A common theme running through the Ministry reviews was while there are comprehensive details of programmes and individual activities there was little evidence of the impact of programmes on the community and families. Therefore since 2016, the Ministry has been developing a workable Integrated Planning processes. The challenge during this time (and continuing now) is the translation of high level indicators from SDS (and MDG's) through to Community Sector indicators, Ministry Indicators and Division Indicators. The incorporation of monitoring and evaluation into the planning processes has been a challenge and still requires work at all levels.

Recent research on family violence in Samoa[7] found that violence in the family has not decreased but increased from the first Family Safety Study in 2007[8]. The Ombudsman National Enquiry into Family violence in 2017[9], also highlighted the disturbing high prevalence of violence and the important role of Ministry of Women, Community and Social Development in addressing family violence.

The Demographic Health Survey (2014, 2019)[10] for Samoa highlights the widening family planning needs gap, between the needs of couples and individuals and their access to family planning services and products. Other findings include the health concerns around Non-Communicable Diseases (NCD's) and their impact on families and the community.

Economic development and economic empowerment continues to be a key focus of the Government of Samoa. The Samoa Hardship and poverty report analysis (2016)[11] highlights the barriers to economic development. They found that although there has been a reduction in the number of the population below the basic poverty line this has not resulted into a reduction of the overall inequality.[12]

The unemployment rate for youth in Samoa is 16.4%. This is almost double the national unemployment rate of 8.7%[13]. Young women in particular, continue to face challenges in securing employment relative to young men. The 2012 Labour Force Survey clearly indicates females have a higher unemployment rate at 20.2% relative to males at 14%. Only one in four women is economically active, while the share for men is two in five14. These statistics have

---

[7] Government of Samoa, (2017) Family Health Study. Ministry of Women, Community and Social Development: Apia

[8] Ministry of Women, Community and Social Development, (2007), Family Health Study. Government of Samoa:Apia

[9] Office of the Ombudsman Samoa, (draft 2018), National Enquiry into Family Violence: Apia

[10] Ministry of Health/Samoa Bureau of Statistics, (2014), Demographic Health Survey. Government of Samoa:Apia.   Ministry of Health/Samoa Bureau of Statistics, (2019), Preliminary Results. Government of Samoa.

[11]Government of Samoa National Statistics Office, (2016). Samoa hardship and poverty report: analysis of the 2013/14 Household Income and Expenditure Survey. Government of Samoa National Statistics Office and UNDP Pacific Centre: Apia.

[12] Abid

[13] Samoa 2012 Labour Force Survey, Ministry of Commerce, Industry and Labour

14 Abid

been confirmed by Samoa's recently released SDG Voluntary National Report (VNR)[15] in August this year.

SWOT Analysis

The Ministry carried out several planning exercises including a SWOT [16]Analysis of Divisions and of the organisation as a whole. The SWOT analysis findings were then used to identify strategies that use our strengths, address our weaknesses, act on opportunities and minimise the threats. Table 3 outlines the summary of the findings of the SWOT analysis.

TABLE 4 MWCSD SWOT ANALYSIS

<u>Strengths</u> (internal to Ministry)	<u>Weaknesses</u> (internal to Ministry)
• community strengthened approach • well established village representative structure • funding support through networking with our donor partners • staff— skilled , committed , good number, and range of back ground, are community minded and experienced in community work • key documents in place —CSP—Gender policy • seen as the gateway of government into the village community • good position being the arm of government into the community • good relationships with donor partners • working relationship with other government ministries • working relationships with NGO's and other civil society groups. • opportunity to share resources across divisions	• monitoring, need better follow up of processes • communication internal and external • record keeping, data base use.. • ministry mandate is very broad we might lose sight of key groups • IT needs improving to assist all areas of work • staff turnover • not enough resources for our new structure • new capacities needed i.e. people, systems • no clear mandate in legislation • outdated policies—some are not relevant • office space (no space to increase staff) • poor planning, lack of time spent on planning • delays of programme implementation • coordination of activities needs improving • lack of incentive for growth • m & e needs strengthening
<u>Opportunities</u> (external to Ministry)	<u>Threats</u> (external to Ministry)
• donors and community engagement • projects—current and potenial • use the faaSamoa to deliver programmes • we have the structure to use to listen more to the community. • professional training opportunities, capacity building for staff • knowledge management • new change gives us opportunity to rearrange relationships with partners (ngo, govt, donors) • National Univeristy of Samoa Institute of Samoan Studies set up to carry out research • new partner funding in areas of inclusiveness • SQA accreditation of community training programmes • privatisation of government printing • regional and international meetings held in Samoa • Private and NGO sector developing specialised community services.	• peoples mind sets to changing behaviour • political interest in village matters • too many frameworks, conventions • different expectations of our communities • demands from the public sector • absence of legislation • centralised government guidelines • lack of continuity with management staff under contract for three years • cumbersome government structure— e.g. MWCSD sits on 80+ committees • we need better political high level policy manifesto from government ie. is child protection a priority or not • each sector/ each Ministry makes up their own direction • every year there will be an increased % cut in budget, starting with 5% but outcomes will stay the same.. • funding for building office space—capital spending

---

[15] Government of Samoa (2020). SDG National Voluntary Report. Apia, Samoa.
[16] Strengths (internal to organisation), Weaknesses (internal to organisation), Opportunities (external to organisation) , Threats (external to organisation)

4. Where are we going?

The vision of the Ministry of Women, Community and Social Development is the same as the Community Development Sector. This document outlines strategies that the Ministry will follow together with specific objectives for each of its divisions that all lead towards the Sector vision and goal.

Vision

Communities leading inclusive development for quality of life for all

Mission

Empowering communities to lead inclusive development for a quality of life for all

Goal

Enhanced inclusive development, improved economic empowerment and social outcomes for our communities.

Our Values and Principles

The values and principles that guide all our work at the Ministry are:

I.   Community Centred— we put the community first

II.   Professionalism & Teamwork — we have a high standard to uphold in all areas of our work.

III.   Accountability—we are responsible in all our work and are good role models at work and the community.

Our Objectives

All divisions have a coordination role to play under the Community Development Sector Plan and each division is linked directly to a Long Term Outcome.

1. To represent the community development sector and Ministry of Women, Community and Social Development in all other sectors in Samoa, including Pacific region and internationally. (Office of the CEO)

2. To ensure inclusive governance and environmental leadership in villages and districts. (Governance Division— CDSP Long Term Outcome 1)

3. To strengthen the linkages between economic development at a national level and at a community level, to reduce of poverty and hardship. (Community Economic Development Division—CDSP Long Term Outcome 2)

4. To coordinate all the social areas, elimination of family violence, child care and protection, health, education and law & justice outcomes. Also including the infrastructure outcome. (Social Development Division— CDSP Long Term Outcome 3 & 4)

5. All Ministry and Sector frameworks and processes are aligned and including policy & research, planning and reporting. (Research, Planning and Policy Division—— CDSP Long Term Outcome 5)

6. To drive government printing to become one of the best printing industry in Samoa. (Printing Division)

7. To monitor and facilitate the implementation of the Ministry and Sector financial and performance management systems(Corporate Services Division— CDSP Long Term Outcome 5).

8. To monitor and facilitate communication and information & technology for the Ministry and Sector systems (proposed Communication & ICT division— CDSP Long Term Outcome 5).

5. How are going to get there?

This section outlines how Ministry of Women, Community and Social Development is going to achieve our aims and objectives. The focus will be on how to capitalise on strengths, address weaknesses, take up opportunities; and mitigate threats.

Strategies to achieve our objectives

There are five (5) strategies identified that are cross cutting for all Divisions.

I.   Gender and social inclusion at all levels (GESI) including children, youth and people living with disability.

II.   Using the integrated planning and monitoring & evaluation frameworks

III.   Incorporating good internal and external communication at all levels.

IV.   Collaborating with relevant stakeholders, partners and communities at all times

V.   Capacity building and skills development for Ministry and stakeholders/ communities

Gender Equality and Social Inclusion (GESI)

This cross cutting strategy is linked directly to the mandate of the Ministry and the Community Development Sector to ensure all members of our society is included and not left behind. Including vulnerable groups such as those living in rural areas, people with disability, women, children, youth, unemployed, and all groups who are marginalised.

All Divisions will ensure they incorporate the GESI approach to their planning, implementation and monitoring their activities and programmes.

Integrated Planning Framework

This crosscutting strategy is key to ensuring that all divisions are linked directly to the integrated framework outlined in Figure 2. This is vital to ensure that all programmes are aligned with the goals and objectives of the Ministry and the division, and that. They in turn are monitored and evaluated to identify lessons learned and to measure the impact to the community and targeted groups.A key focus is the development of systems and processes to ensure data is collected, stored and used correctly to allow timely information sharing and impact studies on programmes to inform future policy direction.

Good Communication

This cross cutting strategy has in the past been neglected but over the last few years the Ministry has made a concerted effort to improve all areas of communication, both inside and outside the ministry. All Divisions will are expected follow communication guidelines to ensure all Ministry communication is professional and is kept at a high quality in support of all Ministry programmes and messages. Including community consultations, stakeholder workshops, multi-media campaigns and national days.
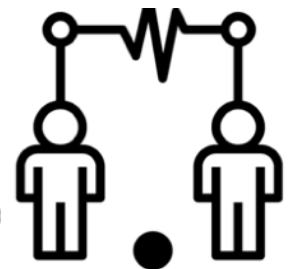
Collaboration

All divisions will use collaboration and partnerships as a basis for planning, implementing and monitoring their programmes and activities. The Ministry and the Community Development Sector has a wide range of partners and stakeholders that work together collectively to achieve the long term goals and annual objectives. Consultations with relevant groups and agencies is taken very seriously and a wide range of opinions and input will always be used as a normal approach to all Ministry business.
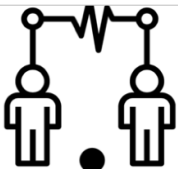
Capacity Building

Capacity building is key for all divisions to allow them to increase and strengthen the individuals and groups within the Ministry and Community Development Sector. Capacity includes all levels of education, awareness, skills and knowledge within the relevant areas of all divisions. Such as technical areas directly related to programmes such as media training, or more general cross cutting areas such as gender mainstreaming, reporting writing, monitoring concepts.

TABLE 5.. MWCSD STRATEGIC FRAMEWORK.

		Office of the CEO	Inclusive Governance Division	Economic Development Division
Cross-cutting Strategies		GESI		
		Integrated Planning & Reporting framework		
		Good Communication		
		Collaboration		
		Capacity Building		

Targets and Strategies

Social Development Division | Research, Planning & Policy Division | Printing Division | Corporate Services Division | Communication & ICT Division

Gender and social inclusion at all levels including children, youth and people living with disability

Using the integrated planning and monitoring & evaluation frameworks

Incorporating good internal and external communication at all levels

Collaborating with relevant stakeholders, partners and communities at all times

Capacity building and skills development for Ministry and stakeholders/ communities

Ministry Vision   *Families in Samoa prosper through improved inclusive governance, social and economic development.*

Ministry Goal	*To provide quality coordination to ensure families and communities have access to and take advantage of services that meet their development needs*

Objective 1	**To ensure inclusive governance and environmental leadership in villages and districts. (Governance Division— CDSP Long Term Outcome 1)**

End of Sector Plan Outcomes & Intermediate Targets	Strategies
1.1 Improving inclusion and diversity in governance at all levels • Increased knowledge and evidence base on inclusive governance (IGP/GEP) • Increased support for women, PWDs, youth, persons of diverse SOGIE agency and coalitions of like-minded organizations • Enhanced institutional capacity for inclusive governance • Strengthened constitutional, legislative and policy frameworks (IGP/GEP) • Broader societal support for inclusion, equality and good governance	Integrated Planning & Reporting Framework GESI
1.2 Community Leadership improved at all levels • Improved gender balanced in leadership, governance and public life • Increased participation of women in public life and decision making • Strengthen the governance and leadership for disability-inclusive development. • Leadership abilities and agency of Women, PWD, youth, people with diverse SOGIE is strengthened and coalitions of organizations for change supported and mobilized • Improved gender balanced in leadership, governance and public life	Capacity Building GESI
1.3 Community Environment management & Disaster Risk management • Increased visibility, contribution and benefits for women and girls in agriculture, climate change, natural resources management and disaster preparedness and response • Climate Change and Natural Resources Management • Management of life below water and on land • Disaster Risk Reduction, Management and Response • Climate change, disaster management and human rights • Strengthened Access to Land and land tenure for Women	GESI Collaboration

Objective 2	**To strengthen the linkages between economic development at a national level and at a community level, to reduce of poverty and hardship. (Community Economic Development Division—CDSP Long Term Outcome 2)**

End of Sector Plan Outcomes & Intermediate Targets	Strategies

2.1	Strengthened economic empowerment of all women, youth and vulnerable groups • Increased Visibility of Gender Roles and Women's Triple Burden • Increased access to employment and decent work • Increasing support for women's entrepreneurship • Strengthened Social Protection • Strengthened Access to Land and land tenure for Women	GESI	Collaboration
2.2	Community Economic Leadership improved at all levels • Improved industrial supply and productivity actions • Deepen and expand financial services for MSMEs • Build financial capabilities through structured financial education and financial literacy of people • An increased supply and consumption of competitively priced domestically produced food • Resource mobilisation • Provision of appropriae business advice and support • Develop and provide innovative, technology-enabled, diverse financial products and services • Investment in food security and inclusive commercial agriculture / fisheries/ livestock production systems increased • Coordination and network excellence	Integrated Planning & Reporting Framework	Collaboration
2.3	Enhanced economic development of persons with disabilities. • Increase the number of disabled people by way of strengthening pathways into paid employment and self-employment on a more equitable basis • Increase the number of employers who are confident in employing disabled people, with the public sector taking the lead • Increase accessibility to mainstream technologies, websites, and mobile devices designed to be inclusive • PWD are increasingly able to receive information and content in the format they prefer and digital technologies are enabling inclusive workplace learning and increased productivity	GESI	Collaboration

Objective 3	**To coordinate all the social areas, elimination of family violence, child care and protection, health, education and law & justice outcomes. Also including the infrastructure outcome. (Social Development Division— CDSP Long Term Outcome 3 & 4)**

End of Sector Plan Outcomes & Intermediate Targets		Strategies
3.1	Ending violence in the family and especially against women • Reduced violence against women and children, persons with disabilities, elderly abuse as well as other vulnerable populations • Communities to lead the response, prevention and awareness against family violence • A coordinated and efficient interagency response framework that is survivor centered and simple for workers and victims to navigate • Relevant laws in place to punish perpetrators of family violence, and that these laws are enforced by all key agencies • Appropriate services are provided for survivors of violence • Increased and improved access to law and justice for women and girls especially those facing multiple and intersecting barriers and forms of discrimination • Strengthening laws, policies and plans to address GBV • Improving knowledge, understanding and awareness	GESI Collaboration
3.2	Child care and protection • End abuse, exploitation, trafficking and all forms of violence against and torture of children • Policies & Legislation is in place for the care and protection of all children in Samo • Ensure adequate research and data is available to make informed decisions • Parents, families, and communities are better able to Prevent abuse, Intervene early and respond to children at risk in Samoa • Children in need of protection and their families have improved access to child care and protection services • Schools are safe and protective and respond appropriately to child protection issues • Health workers are better able to prevent and respond to violence, abuse, neglect and exploitation of children • Children have access to child-sensitive justice • Child protection integrated into disaster risk management and response • Strengthen adoption legislation and conduct awareness programs on adoptions laws, policies and procedures to protect the child • Address child labour • Protect and promote the rights of children and youth • Ensuring adoption processes and practices are always for best interest of the child. • Ratify the 3 optional protocols to the CRC	Integrated Planning & Reporting Framework Collaboration

3.3	Improved Health Outcomes for the most vulnerable; • Children Health Outcomes for the most vulnerable improved • Strengthened provisions of support, health services and assistive devices for persons with Disability. • Sexual reproductive health rights for vulnerable groups • Mental Health services for vulnerable groups • Improved health outcomes for all women and girls especially those facing multiple and intersecting barriers and forms of discrimination	Capacity Building	GESI
3.4	Improved Education Outcomes for the most vulnerable: • Human Rights awareness and education • Improved education for vulnerable children and youth • Improved inclusive education including participation in training, sports and recreation for persons with disability • Improving data capacity and growing knowledge on Enhanced access, life-long learning opportunities and educational outcomes for women and girls, especially those facing multiple and intersecting barriers and forms of discrimination • Improving access for women and girls, especially those facing multiple and intersecting barriers and forms of discrimination • Improving education quality for women and girls, especially those facing multiple and intersecting barriers and forms of discrimination • Schools to be safe spaces for learning • TVET programmes and systems are inclusive of persons with disability at all levels • Increasing public education, awareness and tackling of stereotypes and harmful practices • Improving knowledge, understanding and awareness on the effects of GBV and family violence	Capacity Building	Good Communication

3.5	Improved Law and Justice for social outcomes for the most vulnerable • Harmonise Laws with CRC • Strengthening laws, policies and plans to address GBV • Access to. Justice for vulnerable groups especially women and girls with intersecting barriers • Protection of Gender identity & sexual orientation legislation and regulation • Identify and address Human Trafficking • International Obligations: Ratify outstanding HR Treaties • Strengthening laws and policies to support gender-balanced governance, leadership and decision-making • Bring all Places of Detention into line with Mandela Rules • Strengthen Family safety and EVAW Legislation and regulations • Strengthening laws and policies to support gender-balanced governance, leadership and decision-making	Collaboration / Capacity Building / GESI / Good Communication
3.6	Improved access and use of infrastructure such as transport, housing and ICT • Strengthened access to communication and information, transport and other public facilities and services in the built environment • Improved Connectivity for vulnerable groups • Enhanced gender mainstreaming and transformation in transport and infrastructure sector • Improved housing for vulnerable groups • Improved roading and other basic infrastructure needs for vulnerable groups	Collaboration / GESI
3.7	improved access and use of utilities- water, electricity • Improved water and sanitation for vulnerable groups especially women and girls facing multiple barriers • Improved access to utilities such as, electricity for vulnerable groups	Collaboration / Good Communication

Objective 4   **All Ministry and Sector frameworks and processes are aligned and including policy & research, planning and reporting. (Research, Planning and Policy Division—CDSP Long Term Outcome 5)**

End of Sector Plan Outcomes & Intermediate Targets	Strategies
4.1 Cross-sectoral coordination strengthened • Improved and effective cross-sectoral governance • Efficient institutional processes to manage and coordinate sector in operation • Enhance institutional arrangements and national women's machinery	Integrated Planning & Reporting Framework

Coherent sector planning and policy formation and reporting
- Increased coordination and partnership between implementing agencies and sector stakeholders including communities
- Strengthening research, data and knowledge on gender equality.
- Revisit the costing of Samoa's compliance to the CRPD with a view to also look at the benefits through a training and employment lens
- Strengthen constitutional, legislative and policy framework for Improved capacity to support the achievement of primary outcomes(1-7) of the Gender Equality Policy and Plan

Integrated Planning & Reporting Framework

Collaboration

Objective 5	**To drive government printing to become one of the best printing industry in Samoa. (Printing Division)**

End of Sector Plan Outcomes & Intermediate Targets	Strategies
5.1 Increased total revenue collection	Integrated Planning & Reporting Framework Good Communication
5.2 Customer satisfaction	Collaboration Capacity Building

Objective 6	To monitor and facilitate the implementation of the Ministry and Sector financial and performance management systems (Corporate Services Division— CDSP Long Term Outcome 5).

End of Sector Plan Outcomes & Intermediate Targets	Strategies
6.1 Strengthen capacity of Sector implementing agencies • Increased institutional capacity to implement policies and intervention activities • Strengthening institutional and staff capacity • Enabling environment for disability-inclusive	Good Communication Integrated Planning & Reporting Framework

- Enabling environment for disability-inclusive development strengthened.
- Efficient resource management , budgeting, finances, asset management, and record keeping

GESI

Capacity Building

Objective 7	**To monitor and facilitate communication and information & technology for the Ministry and Sector systems (proposed Communication & ICT division— CDSP Long Term Outcome 5).**
7.1	Cross-sectoral coordination strengthened • Improved and effective cross-sectoral governance • Efficient institutional processes to manage and coordinate sector in operation • Enhance institutional arrangements and national women's machinery • Enhance communication and information and technology (ICT & AV) and data management

Good Communication

Integrated Planning & Reporting Framework

GESI

Collaboration

Good Communication

Capacity Building

6. How do we know when we've arrived?

The monitoring and evaluation is an important part of the integrated planning approach with the first steps being the planning and implementation. The other three areas of; monitoring, evaluation and reporting.

Monitoring is the ongoing process of tracking, checking and collecting data/information of a programme or a series of activities. This is carried out by the division or agency who is responsible for implementing the activity or programme. The information gathered from monitoring include: modifying materials or messages, further capacity building, altering approach to attract or motivate participants, or addressing any other issues that the monitoring identifies.

Evaluation is the collection and analysis of information (including the monitoring data) to assess the programmes impact and value as related to its objectives and goals. The evaluation process may look at the programme design, implementation and impact on target group. Evaluation is best carried out by those who were not involved in the implementation of the programme or activities.

Both monitoring data and evaluation data will be used in the integrated planning framework to review and re-design programmes to ensure improvement and movement towards achievement of goals.

Reporting involves the analysis and putting together all the data and information in a cohesive manner so that it can be used to improve the chances of achieving **the** goals.

M & E Processes

The Monitoring & Evaluation process is part of the Integrated Planning and Reporting Framework and includes process at different levels that are in place, these include:

- Performance budget reviews (6 monthly and annually)
- Regular Ministry reviews (6 monthly and annually)
- Divisional reviews
- Annual report to Parliament
- Monitoring of annual management plans performance measures
- Consulting with stakeholders and community members.
- Reporting on International conventions
- Reporting to other Sector Steering committees
- Additional reporting and review required by development partners

Monitoring & Evaluation Frameworks per Division

Office of the CEO

Performance Measure	Baseline (Base Year)	Budget Standard or Target
Date By which the Annual Report for FY20-21 is submitted to Cabinet.	N/A	October-21
Percentage of cabinet submissions approved by Cabinet.	N/A	95%
Number of regional and global forums relating to women, youth, children, people with disabilities and local governance attended.	N/A	3
Number of policy papers and legislative advice endorsed by Minister & Cabinet - National Disability Policy, Gender Equality Policy, Community Inclusive Governance Policy, Child Care and Protection Bill.	N/A	4
AMP and Budget programs for FY 2021-22 are aligned with the Strategy for the Development of Samoa and the Community Development Sector Plan.	N/A	AMP & Budget Fy 2021/22
Level of implementation of the approved Ministry Orgranisation Restructure.	N/A	95%
Number of community development programs delivered nationally through effective sectoral collaboration.	N/A	5
Number of sectoral programs mainstreaming gender & disability, children, women, youth and vulnerable communities.	N/A	5
Strengthened partnership with NGO partners	N/A	Quarterly meetings

Inclusive Governance Division

Performance Measure	Baseline (Base Year)	Budget Standard or Target
Strengthened Inclusive Community Development through the implementation of DDPs.	N/A	2 trainings & 4 DDP project proposals
Improved & strengthened principles of good governance in resolving grievances within communities.	N/A	8 villages
Number of community development programs coordinated through the support of SN/STN/SM.	7 (2009)	35 sector programs
Enhanced leadership capacity for men, women, PWD, youth.	N/A	8 leadership programs
Strengthened M & E and performance of SN/STN/SM.	N/A	4 Quarterly Reports
Stengthened participation of villages in beautifying and ensure cleanliness of all villages in compliance to the standards of the National Beautification Program.	N/A	4 Quarterly Inspections National Prizegiving ceremony in May 2022
Number of Komiti a Tina participating in the commemorating of the National Mother's Day event.	N/A	15 Women's Committee participating the National Mother's Day of Samoa in May 2022
Father's Day commemorated and celebrated in August 2021.	N/A	1 Activity report for Father's Day Special program held August 2021
Monthly meetings coordinated and facilitated for Government Representatives and Advisory Committees (Komiti o le Faleula, Komiti SN & Women's Advisory Committee).	N/A	12 Monthly meetings for Govt's Reps and Advisory Committees

Economic
Development
Division

Performance Measure	Baseline (Base Year)	Budget Standard or Target
Number of new vulnerable families supported through Socio-Economic Business development program.	N/A	35
Increased in the number of vulnerable individuals supported into jobs by 5 % within the FY.	100	55
Number of families supported through all economic development programs generating income.	N/A	150
Increased number of Ie Samoa produced, completed and displayed at the Fuataga by 10%.	3291	381
Increased in the Number of Siapo produced and displayed at the Fuataga by 5% within a financial year.	10	57
Increased number of people reached through National Youth Week by 40.	40	180

Performance Measure	Baseline (Base Year)	Budget Standard or Target
Increased knowledge and skills of communities on social development aspects.	41	2000 people
Interagency guide in responding to GBV/FV and CP is trialled and implemented.	N/A	within FY 21/22
Increased level of community accessibility to social services programs targeting women, youth, children and PWDs.	6 districts	10 districts
Behavioural Change Communication strategy developed.	N/A	Jun-22
Programs and Interventions to address child protection matters implemented.	N/A	20
Tools and processes for Case Management Services is developed.	N/A	3
Number of New IEC materials developed. (CP, GBV, SRH, GE, PWD).	N/A	5 new tv ads, radio/tv spot, 5 banners, IEC materials
Number of programs and activities to advocate and promote for PWDs developed.	N/A	5 programs
Annual commomerative events executed within the Financial Year - International Women's Day, Mother's Day, 16 Days of Activism, Disability Day, Youth Week.	N/A	July 2021 - June 2022
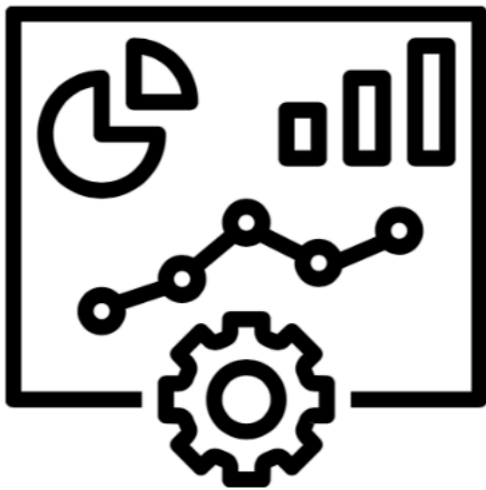
Research, Planning & Policy Division

Performance Measure	Baseline (Base Year)	Budget Standard or Target
Number of Planning documents completed - Disaster Management Plan, Annual Management Plan FY 22/23, MWCSD Strategic / Corporate Plan, Community Sector Plan, Project Plans.	N/A	4 to be completed within FY 2021-22
Number of Reporting documents completed - Annual Report FY20/21, 6 months Review FY 21/22, International Reporting obligations - CRC & CEDAW.	N/A	be completed within FY 202
Number of Ministry and Community Sector programs evaluated and reviewed.	N/A	be completed within FY 202
Number of policies, strategies and research completed and submitted to cabinet - Community Economic Development Policy, National Partnership Policy, National family safety policy, Ministry & other National policies.	3	3 to be completed within FY 2021-22
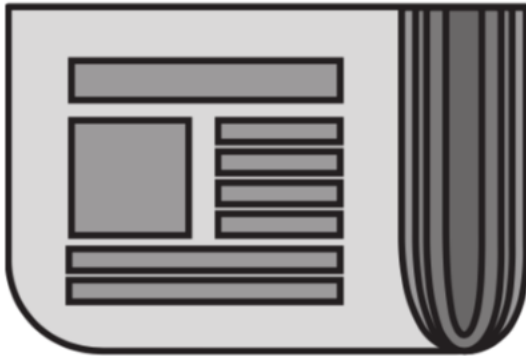
Printing Division

Performance Measure	Baseline (Base Year)	Budget Standard or Target
100% of total revenue target for the Financial Year 2021/22 collected.	672,436 (2012-13)	600,000
Collect 50% of outstanding debts.	N/A	100,000
Number of returned orders.	2	1

2021-2026

Corporate
Services
Division

Performance Measure	Baseline (Base Year)	Budget Standard or Target
Human Resource Management Services	N/A	within FY 2021/22
Administration Services	N/A	within FY 2021/22
Acccounts and Financial Services	N/A	within FY 2021/23
Asset Management Services	N/A	within FY 2021/24

Communication
& ICT Division

Performance Measure	Baseline (Base Year)	Budget Standard or Target
Integrated Dababase of all information on community development programs developed.	N/A	within FY 2021/22
IT and Communication Policy, Strategy and Media Campaign Plan developed.	N/A	within FY 2021/22
Number of Ministry media programs and publication work coordinated and managed within the FY.	N/A	5
High quality of audio and multi media services to support the Ministry and Community Development Sector work - Audio Visual, Website, E-Youth Hub & E-library.	N/A	95%
High quality of IT services provided in terms of Technical & Hardware support, Systems & Software support and Telephone support service.	N/A	95%

6. Risk Management

The following is the risk management plan for responding to identified risks to achieving the objectives of this plan.

Risks	Impact	Management of Risk
National pandemic and epidemics	Shutdown of gatherings and work due to health concerns such as measles and COVID.	Develop a preparedness and response plan that includes all the necessary information for staff and implementation of programmes.
Natural disasters such as cyclones and flooding.	Disrupts programmes and impacts on implementation of programmes and projects.	Develop a disaster preparedness and response plan that includes all the necessary information
Capacity of MWCSD and movement of staff	Disrupts programmes and impacts on implementation of programmes and projects.	Increase motivation and morale of staff, enforce the PSC code of conduct and possible experiences for staff.
Changes in Senior staffing	Disrupts programmes and impacts on planning, implementation and review of programmes and projects.	Clear alignment of all key documents to ensure that change of senior staff is not a barrier to achieving objectives of plans.
Ownership of community and stakeholders	Disrupts programmes and impacts on implementation and review of programmes and projects.	Strengthen and capacity build stakeholders and community groups. Develop and maintain effective communication and follow up with community leaders.
Reduction of funding due to unforeseen circumstances, such as global pandemic.	Disrupts programmes and impacts on implementation and review of programmes and projects.	Development of robust plans and contingency plans, with good processes and record keeping.

7. Acronyms

Acronym	Explanation	Acronym	Explanation
ADB	Asia Development Bank	MPMC	Ministry of Prime Minister & Cabinet
AG	Attorney General	MWTI	Ministry of Works, Transport & Infrastructure
APTC	Australia Pacific Technical College	MWCSD	Ministry of Women, Community & Social Development
CBOs	Community Based Organizations	NCC	National Council of Churches
CoC	Chamber of Commerce	NGOs	Non Government Organisations
CEDAW	Convention on the Elimination of Discrimination Against Women	NHRI	National Human Rights Institute
CRC	Convention on the Rights of the Child	NOLA	Nuanua o le Alofa
CRPD	Convention on the Rights of People with Disabilities	NUS	National University of Samoa
CS	Community Sector	SDGs	Sustainable Development Goals
CSP	Community Sector Plan	OCLA	Office of the Clerk of the Legislative Assembly
CSSP	Civil Society Support Program	OEC	Office of the Electoral Commissioner
DP	Development Partners	OECD	Office of Economic Cooperation and Development
DPOs	Disability Persons Organizations	PSC	Public Service Commission
FBOs	Faith-based Organizations	PWD	People with disability
GESI	Gender Equity and Social Inclusion	SBS	Samoa Bureau of Statistics
GMT	Gender Mainstreaming and Transformation	SBH	Samoa Business Hub
IPPWS	Increasing Political Participation of Women in Samoa	ROS	Rogers of Samoa
NGOs	Non-Government Organizations	SDS	Strategy for the Development of Samoa
MAF	Ministry of Agriculture and Fisheries	MESC	Ministry of Education, Sports and Culture
MCIL	Ministry of Commerce, Industry and Labour	SIDS	Small Island Developing States
MCIT	Ministry of Communication and Information Technology	SLRC	Samoa Law Reform Commission
MFAT	Ministry of Foreign Affairs and Trade	SWA	Samoa Water Authority
MFRC	Ministry for Revenue and Customs	TOR	Terms of Reference
MOF	Ministry of Finance	TSM	Temporary Special Measures
MJCA	Ministry of Justice & Courts Administration	WaSH	Water, Sanitation and Hygiene
MNRE	Ministry of Natural Resources and Environment	WILS	Women in Leadership Samoa
MPE	Ministry of Public Enterprises	MPCS	Ministry of Police and Correctional Services

Acknowledgements

Ministry of Women, Community and Social Development would like to thank the following for their support and assistance in the development and finalisation of this Strategic Plan.

- MWCSD Executive Management Committee
- Research, Planning And Policy Division
- Social Development Division
- Governance Division
- Economic Development Division
- Printing Divison
- Corporate Services Division
- Ministry of Agriculture and Fisheries
- Ministry of Commerce, Industry & Labour
- Ministry of Communication Information & Technology
- Ministry of Education Sports and Culture
- Ministry of Foreign Affairs & Trade
- Ministry of Health
- Ministry of Justice Court and Administration
- Ministry of Natural Resources & Environment
- Ministry of Police, Prisons and Correction Services
- Ministry of Prime Minister & Cabinet
- Ministry of Public Enterprise
- Ministry of Women Community & Social Development
- National Human Rights Institutions
- Office of Attorney General
- Office of the Regulator
- Public Service Commission
- Samoa Bureau Statistics
- Samoa Law Reform Commission
- Samoa Water AuthorityDeaf Association of Samoa
- Loto Taumafai School
- Nuanua o le Alofa
- Samoa Association of Sign Language Interpreters
- Samoa Blind Persons Association
- SENESE
- Faataua le Ola
- Village Representatives
- Australia Government – Department of Foreign Affairs and Trade and the Samoa Disability Partnership Programme
- UN Agencies: UNICEF, UNDP, UNwomen, UNFPA, ILO

Faafetai tele lava

Ministry of Women, Community and Social Development Strategic Corporate Plan 2021-2026