



MINISTRY OF WOMEN,
COMMUNITY AND SOCIAL
DEVELOPMENT

FY2024/2025- 2027/2028 CORPORATE PLAN



"True progress is made when we embrace purpose, ignite passion, and unite in service—lifting women, children, the elderly, people with disabilities, and vulnerable communities as we rise together."



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CORPORATE PLAN

FY 2024/2025 – 2027/2028

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Ministry of Women, Community and Social Development

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FOREWORD



The Ministry of Women, Community, and Social Development's Corporate Plan for FY2023/2024–2027/2028 embodies our shared commitment under the “One Ministry: InspirAction” strategy to action, meaningful partnerships, and a people-centered approach. Building on extensive consultations and learnings from past strategies, this Plan aligns seamlessly with Samoa's Pathway for the Development of Samoa (PDS) 2021/2022–2025/2026 and is tailored to address both current and emerging challenges.

Operating in a rapidly changing environment shaped by the impacts of the COVID-19 pandemic, climate change, and shifting socio-economic landscapes, this Plan sets a clear direction for the Ministry's work. It prioritizes the well-being of our communities through strategic initiatives that aim to foster inclusive governance, empower vulnerable groups, and enhance institutional capacities.

Strategic Priorities:

- **Strengthening Partnerships:** Our goals can only be achieved through strong collaborations across sectors. This Plan emphasizes cooperative efforts with communities, civil society, government agencies, and development partners to deliver impactful outcomes.
- **Promoting Good Governance:** Transparent, inclusive, and accountable decision-making processes will be central to ensuring that our programs effectively meet the needs of our people.
- **Empowering Vulnerable Populations:** Special attention is given to uplifting women, youth, children, persons with disabilities, and other marginalized groups, ensuring they are empowered to drive and benefit from Samoa's development.
- **Enhancing Internal Capacities:** We will continue to strengthen our institutional frameworks to ensure an agile and coordinated response to the challenges ahead.

“Just as each strand in a traditional ‘ie Samoa strengthens the fabric, so too do our collective efforts weave a resilient and inclusive future for all our people.”

I would like to acknowledge the dedication and teamwork of the Ministry's management and staff in developing this Corporate Plan. Your commitment ensures that the Plan is not just a document, but a roadmap owned and driven by all of us. Together, we will continue to advance Samoa's development and build resilient communities. Let us collectively embark on this journey, weaving together our shared strengths and resources to achieve a peaceful, inclusive, and thriving Samoa for all.

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

Honourable Mulipola Anarosa Ale-Molio'o
Minister for Women, Community and Social Development



A MESSAGE OF PURPOSE



"True progress is made when we embrace purpose, ignite passion, and unite in service—lifting women, children, the elderly, people with disabilities, and vulnerable communities as we rise together."

This belief drives the Ministry of Women, Community, and Social Development's Corporate Plan for FY2023/2024–2027/2028. Our mission as "One Ministry: InspirAction" is clear: to turn vision into action, forge meaningful partnerships, and place people at the center of everything we do.

This Plan is a testament to our relentless commitment to accountability, transparency, and the genuine empowerment of every community we serve.

It is with purpose and dedication that I share the Ministry's Corporate Plan for FY2023/2024–2027/2028. This Plan reflects our commitment to translating vision into impactful action, strengthening collaborations, and ensuring that every initiative keeps people at the heart of our work.

Guided by the belief that *"With sincerity comes clarity, for when the heart speaks truth, the mind finds its way,"* our focus remains steadfast on integrity and transparency. Every step we take is anchored in our mission to uplift and empower communities, driven by genuine care for the well-being of our people.

A key priority in this Plan is early intervention, particularly in empowering our youth and children. We recognize that nurturing young minds from the earliest stages lays the foundation for a resilient and thriving Samoa. Our responsibility is to ensure they are equipped not only with opportunities but also with the confidence to believe in their potential.

"To our youth and children: You are the heartbeat of our future, the bright spark of tomorrow. In your courage, curiosity, and dreams lies the power to shape a better world. Never doubt that your voice matters—your light leads the way for us all. You lead from today onwards."

This Plan calls upon all of us—staff, communities, partners, and stakeholders—to unite and work with a shared vision of progress and inclusivity. By embracing collaboration and staying true to our principles, we can achieve sustainable development that benefits women, children, people with disabilities, the elderly, and every vulnerable community in Samoa—leaving no one behind.

A handwritten signature in black ink, appearing to read 'Loau'.

Loau Donina Tili Va'a
Chief Executive Officer
Ministry of Women, Community, and Social Development



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PURPOSE OF THE CORPORATE PLAN

The Ministry of Women, Community, and Social Development’s Corporate Plan 2024–2028 provides a strategic direction that will guide the Ministry’s work over the next four years. Aligned with the Community Sector Plan 2024–2028 and the Pathway for the Development of Samoa 2022–2026 (PDS), this Plan reinforces our commitment to enhancing social protection, empowering communities, and driving inclusive development across Samoa.

Vision, Mission, and Principles



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.



Core Principles:

- **Inclusivity:** Ensuring equal access to opportunities and resources for all community members.
- **Human Rights:** Upholding the dignity and respect of all individuals by ensuring access to essential services.
- **Service:** Delivering high-quality, impartial public services to the people of Samoa.
- **Partnership:** Collaborating with stakeholders to address complex challenges and achieve sustainable outcomes.
- **Leadership:** Empowering communities to drive development initiatives while maintaining accountability.
- **Accountability:** Ensuring transparency and responsibility in decision-making and service delivery.
- **Professionalism:** Ensure that service to the public and within the Ministry are provided in an absolute professional manner.

This Plan serves as both a strategic guide and an actionable framework, offering clear pathways to achieve the Ministry’s goals through good governance, targeted support for vulnerable populations, and collaborative partnerships.



SECTION 1: Mandate and Operating Environment

This section outlines the Ministry’s legal mandates and examines the key social, economic, and environmental factors shaping its operations. Understanding this landscape is crucial for identifying challenges and leveraging opportunities in a rapidly evolving context.

SECTION 2: Strategic Goals, Objectives, and Outcomes

The Ministry’s strategic objectives focus on:

- Promoting good governance and inclusive development by strengthening community governance and participation.
- Empowering vulnerable populations by enhancing opportunities for women, youth, children, persons with disabilities, and marginalized groups.
- Improving social outcomes by prioritizing health, education, and social welfare services.
- Strengthening sector coordination and partnerships to drive sustainable development across sectors.

SECTION 3: Organizational Structure and Governance

This section details the Ministry’s organizational framework, illustrating how its divisions and functions are aligned to achieve the strategic objectives and deliver on the Plan’s commitments.

SECTION 4: Implementation and Performance Framework

The framework provides the foundation for executing the Plan, with a focus on key performance indicators, continuous monitoring, and adaptive management to ensure that goals are met.

SECTION 5: Review and Reporting

Regular assessments and reporting processes will ensure that the Plan remains responsive to emerging needs and aligns with national priorities. Mechanisms for continuous improvement are also outlined in this section.

Key Success Factors

Success will be driven by leveraging established community networks, maintaining stability, and aligning efforts with recognized development goals. Collaboration, strategic partnerships, and the dedication of the Ministry’s team are essential for delivering impactful outcomes.

This Corporate Plan is a call to action for all stakeholders—staff, communities, partners, and leaders—to unite in building a resilient, inclusive, and prosperous Samoa where every individual can thrive.





*"With purpose and passion, we stand with our partners to empower communities,
uplift lives and drive inclusive growth.
Together, through commitment and collective strength, we shape a resilient
Samoa where every voice is heard,*



SECTION 1: LEGAL MANDATES AND OPERATING ENVIRONMENT

Legal Mandates

The Ministry of Women, Community, and Social Development (the Ministry) including the Village Representatives operates under the guidance of the following key legislation:

1. Women Affairs Act 1990 and its amendments (1998, 2009)
2. Youth Sports and Cultural Affairs Act 1993 (provisions for Youth)
3. Internal Affairs Act 1995 and its amendment (2010)
4. Village Fono Act 1990 and its amendments
5. Infants Ordinance Act 1961
6. Ministerial and Departmental Arrangements Act 2003
7. Public Service Act 2004
8. Public Finance Management Act 2001

In addition, the functions of the District Councils and District Office staff under the Ministry are governed by the District Development Policy Framework and its Direct Funding Agreements.

The Ministry also aligns with international, regional, and national frameworks, including UN Conventions such as the CEDAW (1992), CRC (1994), CRPD (1996), Sustainable Development Goals (SDGs), the Pathway for the Development of Samoa 2021–2026 (PDS) and relevant Cabinet Directives.

Operating Environment

The political landscape in Samoa shifted significantly following the 2021 general elections, marking the end of 40 years of governance by the previous administration. This transition occurred during a challenging period, as the country was managing the impacts of the 2019 measles outbreak and adapting to the global COVID-19 pandemic. The government's swift response included early border closures and strict health measures.

In response to these challenges, the government implemented recovery-focused policies supported by the District Development Program (DDP). Launched between 2017 and 2019 and expanded under the new government, the DDP introduced district governance mechanisms, new district offices, and a Program Management Unit within MWCSO.

The Ministry continues to work closely with long-established village representatives, ensuring alignment between local initiatives and its legal mandates. The Ministry oversees 251 Sui o Nu'u/Sui o le Malo and 232 Sui Tama'ita'¹ (village representatives) across traditional and non-traditional villages, fostering coordination between district councils and village governance.

¹ MWCSO, June 2024



Over the past five years, the Ministry has undergone multiple organisational restructures, with the latest approved in 2021. Despite progress, challenges remain, particularly in workforce development and legislative compliance. Evaluations have identified key areas for improvement, such as advancing gender equality, protecting vulnerable populations, and strengthening district capacity in disaster response, gender-based violence prevention, and inclusive leadership.

Key Priorities Moving Forward

1. **Legislative Frameworks:** Review and update legal frameworks to address gaps and realign the Ministry's programs and functions. Key legislative priorities include the Childcare and Protection Bill, the Disability Bill, and the legal framework for district councils.
2. **Organizational Structure:** Strengthen leadership capacity and ensure that structural changes support the Ministry's mandate to promote gender equality and human rights. Reviving the Community Sector Advisory Committee is crucial for effective implementation and monitoring of the Community Sector Plan.
3. **Institutional Capability and Systems:** Prioritize implementing the Workforce Plan and Capacity Development Plan to address capacity needs at both the Ministry and district levels. Investments in training and development are critical for enhancing service delivery and responding to emerging challenges.

The Ministry remains committed to dynamically adapting this Corporate Plan to meet changing circumstances and ensure effective mission delivery.

Development Issues and Challenges

1. **Population Growth and Demands:** Samoa's growing population places increasing pressure on economic and social services, particularly with a high dependency ratio and a limited economically active population.
2. **Complex Socio-Political and Economic Issues:** Issues such as crime, social exclusion, unemployment, high living costs, climate change impacts, and environmental degradation require collective government and community action.
3. **Erosion of Local Governance Institutions:** Declining adherence to local governance principles and values necessitates efforts to protect and strengthen these institutions for societal stability and harmony.
4. **Gender Equality, Disability, and Social Inclusion:** Addressing cross-cutting development dimensions across all sectors and levels is crucial to ensure inclusivity and participation in community and national development processes.
5. **Climate Change and External Shocks:** Ongoing impacts from climate change and external shocks like the COVID-19 pandemic continue to increase community vulnerability, requiring resilience-building initiatives integrated into all development strategies.



SECTION 2: STRATEGIC GOALS, OBJECTIVES, AND OUTCOMES

The Ministry focuses on achieving transformative social development by promoting good governance, inclusive development, and sector-wide collaboration. The Ministry's goals, objectives, and outcomes are designed to address the needs of vulnerable populations, foster community empowerment, and improve overall social outcomes.

Key Strategic Goals

1. **Promoting Good Governance and Inclusive Development:** Strengthen governance structures at all levels to ensure inclusive participation, transparency, and accountability in decision-making processes. This includes fostering equitable representation of all communities, especially at the district and village levels.
2. **Empowering Vulnerable Populations:** Enhance opportunities and support systems for women, youth, children, persons with disabilities, and other marginalized groups, ensuring they play a central role in Samoa's development.
3. **Improving Social Outcomes:** Focus on initiatives that uplift the quality of life for all Samoans by prioritizing health, education, social welfare, and protective services, ensuring that no one is left behind.
4. **Strengthening Sector Coordination and Partnerships:** Promote effective collaboration among government agencies, district councils, village representatives, civil society organizations, and development partners to deliver integrated, impactful, and sustainable development initiatives.

Strategic Objectives

1. **Provide Comprehensive Policy and Advisory Services:** Develop and deliver evidence-based policy advice that advances social welfare, protects vulnerable populations, and aligns with national priorities while remaining adaptable to emerging challenges.
2. **Strengthen Coordination and Partnerships:** Enhance collaboration with district councils, village representatives, and community stakeholders to deliver integrated social development and economic empowerment programs that drive inclusive growth and improve local governance.
3. **Enhance Internal Structures and Systems:** Optimize organizational efficiency by refining internal systems, upgrading staff capabilities, and fostering a culture of excellence, accountability, and continuous professional growth.
4. **Deliver Exceptional Customer Service:** Establish a service-oriented culture within the Ministry, characterized by responsiveness, transparency, and community-centric approaches that prioritize the needs of the public and local communities.

Strategic Outcomes

1. **Inclusive and Resilient Institutional Frameworks:** Develop and implement legislation, policies, and programs that promote sustainable development at the district and village levels, fostering local ownership and accountability.
2. **Optimized Systems and Strengthened Partnerships:** Build responsive systems and collaborative structures that enhance coordination between service providers, village representatives, and district councils, ensuring the effective implementation of social development initiatives.



3. **Excellence in Staff Capability and Development:** Cultivate a highly skilled, motivated, and accountable workforce through targeted capacity-building initiatives, enabling the Ministry to meet evolving challenges and fulfill its strategic objectives.
4. **Improved Social Outcomes and Public Engagement:** Create a culture of excellence in service delivery, ensuring that all interactions with the public are characterized by efficiency, professionalism, and empathy, leading to enhanced trust and positive community outcomes.

Alignment with the Pathway for the Development of Samoa (PDS)

The Ministry's strategic objectives align closely with the Pathway for the Development of Samoa (PDS), which envisions "Fostering social harmony, safety, and freedom for all". This alignment ensures that the Ministry's initiatives contribute directly to national goals, fostering inclusive growth and long-term sustainability.

1. **Vision Alignment:** The PDS vision guides governmental priorities toward nurturing growth that benefits all citizens. The Ministry's Corporate Plan reflects this vision by focusing on community-led development, social inclusion, and resilience-building as essential components of social harmony and safety.
2. **Strategic Outcome Alignment:** The PDS identifies five key outcomes—enhanced social development, a sustainable economy, trusted governance, environmental security, and improved infrastructure. The Ministry's strategic objectives are designed to support these outcomes by embedding social development goals into broader national strategies.
3. **Priority Area Focus:** Community-led development is a critical priority under Strategic Outcome 2 of the PDS. The community sector plays a pivotal role in advancing all five PDS outcomes by integrating cross-cutting issues such as gender, disability, youth and early childhood into national priorities, ensuring inclusive and equitable progress.

Linkage to the District Development Program (DDP)

The District Development Program (DDP), initiated in 2021 with an annual budget of WST\$51 million, empowers village communities within constituencies to address local development priorities across various sectors. The DDP is tailored to local needs and addresses critical issues such as gender equality, disability inclusion, childcare, and protection. The program significantly contributes to grassroots community-led development and inclusive economic growth. With over 90% of the Community Sector Plan budget allocated to the DDP, this initiative is integral to enhancing Samoa's resilience and prosperity.

The Ministry's strategic objectives are deeply interconnected with the DDP, ensuring that district and village-level initiatives are well-coordinated, inclusive, and impactful. By aligning the DDP with the PDS and the Community Sector Plan, the Ministry fosters a cohesive and integrated approach to national development, maximizing the alignment of resources, priorities, and strategies to achieve shared goals.

The Corporate Plan's strategic approach, aligned with national and regional development frameworks, positions the Ministry as a key driver of inclusive growth, social protection, and community resilience in Samoa. By leveraging the synergies between the PDS, the DDP, and the Community Sector Plan, the Ministry ensures that its initiatives are both impactful and sustainable, delivering tangible benefits to all citizens, especially the most vulnerable.



SECTION 3: ORGANISATIONAL STRUCTURE AND GOVERNANCE

MWCSD Organisational Structure



*Proposed rename and restructure
 **Approved PSC letter 22 July 2024

Overview

The Ministry of Women, Community, and Social Development (the Ministry) operates under a comprehensive governance framework designed to support efficient and effective service delivery across its key functional areas. The current organizational structure, endorsed by the Public Service Commission and approved by Cabinet in February 2021, is designed to enhance coordination, accountability, and strategic alignment with the Ministry's objectives. The structure ensures that each division within the Ministry operates cohesively, facilitating a collaborative approach toward achieving community-led development.

Organizational Structure

The Ministry is organized into several key divisions, each responsible for specific strategic functions:

1. **Social Development Division:** Oversees the implementation of social welfare programs that target vulnerable populations, including women, youth, and persons with disabilities. This division is central to promoting inclusive social outcomes.
2. **Economic Empowerment Division:** Promotes initiatives that enhance the economic independence and participation of marginalized groups, particularly women and youth. Programs under this division focus on economic empowerment through capacity building, training, and entrepreneurship support.
3. **Community Governance Division:** Ensures effective governance at the district and village levels by coordinating with village representatives, district councils, and Sui o Nuu/Sui Tamaitai. This division plays a critical role in promoting community leadership, local governance, and grassroots development.
4. **Policy, Planning and Sector Coordination Division:** Responsible for the development, coordination, and monitoring of sector-wide policies that drive social development. This division plays a key role in ensuring that all initiatives align with national and international development priorities.
5. **District Development Program (DDP) Management Unit:** Manages the District Development Program, which allocates significant resources to district and village-level initiatives. This unit ensures that funds are used effectively to meet community development goals and are in alignment with national strategies.
6. **Information, Communications, and Technology (ICT) Division:** Manages the Ministry's digital infrastructure, communications, and information systems. This division ensures that the Ministry remains agile and responsive through effective use of technology.
7. **Corporate Services Division:** Provides essential administrative, financial, and human resource support, ensuring that all divisions operate smoothly and efficiently.
8. **Printing Services Division:** Responsible for the production and dissemination of key documents, publications, and other resources critical to the Ministry's outreach and operational activities.
9. **Child Protection Division (Proposed):** Focuses on safeguarding children's rights and well-being through targeted policies, programs, and advocacy initiatives. This division is integral to advancing child protection measures in line with international conventions.

Additionally, the structure includes:

- **Office of the CEO:** Positioned to provide independent oversight and legal guidance, ensuring transparency and compliance with relevant laws and regulations.



Key Functions, Duties, and Responsibilities

Each division is aligned with the Ministry’s strategic objectives, contributing directly to key goals such as promoting good governance, empowering vulnerable populations, improving social outcomes, and strengthening sector coordination. The structure is designed to enable cross-divisional collaboration, ensuring a holistic approach to addressing Samoa’s social development challenges.

Alignment with Strategic Objectives

The Ministry’s organizational structure has been purposefully designed to support the implementation of its strategic objectives. Each division’s roles and responsibilities are tailored to ensure seamless integration and execution of key programs, initiatives, and policies that align with the Ministry’s mission. The structure also allows for adaptability, enabling the Ministry to respond effectively to emerging priorities and challenges.

Governance and Oversight

Led by the Chief Executive Officer (CEO), the Ministry’s leadership team is responsible for providing strategic direction, policy oversight, and organizational governance. Regular performance reviews, strategic planning sessions, and feedback mechanisms ensure continuous improvement and alignment with the Ministry’s goals. The Ministry’s updated organizational structure is a key enabler of its mission to deliver inclusive and community-led development. The alignment between divisional functions and strategic objectives ensures that the Ministry remains effective, accountable, and responsive in delivering services that meet the needs of Samoa’s communities.

POLICY AND PROGRAM MANAGEMENT SERVICES

Divisions	Functions
Social Development (SDS)	To provide policy advice, coordinate strategies and social development programs for communities with a committed focus on – women’s empowerment and gender equality; children’s development, care and protection and disability; monitor implementation on Samoa’s obligations under CEDAW, CRC, CRPD; elimination of gender based and family violence; improved health for women and children under the Aiga & Nuu Manuia Program; improved education for women and children; improved accessibility of women and children to infrastructure.
Economic Empowerment (EES)	To provide policy advice, strategy formulation, coordination of economic empowerment programs for communities with a particular focus on village and district communities, youth development, disability and social inclusion.
Community Governance (CGS)	To provide policy advice, strategy formulation and coordinate programs and initiatives to promote village-based development, good governance, the preservation and revival of cultural practices, and ensuring sustainable community development. The function also includes working closely with the PMU to promote good governance across 51 districts and collaborating with

the Social Development and Economic Empowerment Divisions to develop an overarching whole of government and community strategy on culture preservation and revival through economic empowerment programs.

Policy, Planning & Sector Coordination (PPS)

To ensure effective and efficient provision of research, planning analysis, quality advice, policy development; and monitoring, evaluation, learning and adaptation to guide the technical direction on gender equality, social inclusion, youth development, disability inclusion, child protection, and other community development issues affecting families, village and communities.

This includes effective coordination of the Community Sector through sound project management and partnerships.

DDP Management Unit (PMU)

To oversee the smooth and accelerated implementation of the DDP through effective and efficient management, monitoring and reporting of its operation and implementation. This includes collaborating with the Community Governance Division and all relevant Divisions of the Ministry to ensure integration of and synchronization of District Council activities with on-going community development programs.

OPERATIONS MANAGEMENT SERVICES

Division

Functions

Information, Community Communication & Technology Services (ICT)

To lead quality planning, management and effective coordination and provision of all Information, Communications and Technology infrastructure and services at the Sector and Ministry level. This includes leading and managing the development, implementation and monitoring and evaluation of all Sector and Ministry’s communication of development activities. The division maintains information accessibility and security and promotes education and community awareness through public media campaigns.

Corporate Services (CS)

To lead and manage the corporate planning, sound management and effective coordination of administrative procurement, human resources, financial and support services to all the Divisions of the Ministry including the Savaii office.

Printing Services (PS)

To provide quality and affordable printing services.

INDEPENDENT UNIT

Office of the CEO

Functions



Internal Auditor	<p>To ensure that overall finance, procurement, programming practices and processes meet the compliance requirements in accordance with the relevant systems, policies and legislations governing public financial and Procurement management and administration.</p> <p>This includes conducting investigations into irregularities involving public monies and properties of MWCSO and provide policy advice on internal controls and investigation matters to the CEO MWCSO and Minister MWCSO.</p>
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Legal Officer	To provide advice on all legal matters for community and social development, government wide policies and related international human rights conventions that Samoa is a signatory to. This includes advice and brief on legal issues with the Attorney General's Office and the Courts, contracts, tenders and related development partner legal issues.
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COMMUNITY BASED DEVELOPMENT SERVICES

Title	Functions
Sui Tamaitai o le Nuu (Female Village Representatives)	Support the Village Women's Committee to implement different developments for the village. To perform duties that promote, and support government policy related to the work on the advancement of women in her village.
Sui o Nu'u and Sui o le Malo (Male Village Representatives)	Support the promotion of harmony in the villages. To perform any duties in accordance with any government policy that promotes village development.
District Councils	Manage and provide oversight of the development and implementation of their own District Development Plan.



SECTION 4: PERFORMANCE AND IMPLEMENTATION FRAMEWORK

Execution Strategies and Key Performance Indicators (KPIs)

The Ministry of Women, Community, and Social Development (MWCSD) has formulated four key goals and sixteen strategic priorities, each with specific performance indicators, aligned with the outcomes of the Community Sector Plan 2024–2028. The implementation of these strategies supports the overall outcomes of the Pathway for the Development of Samoa (PDS), specifically improved social development, diversified and sustainable economy, and secured environment and climate change as outlined below.

Pathway for the Development of Samoa (PDS)

Key Strategic Outcome 1: Improved social development

Priority Area 1: Alleviating hardship

Priority Area 4: People empowerment

Key Strategic Outcome 2: Diversified & sustainable economy

Priority Area 6: Community development

Key Strategic Outcome 4: Secured environment & climate change

Priority Area 15: Build climate resilience

Priority Area 17: Enhanced conservation & sustainable use of natural resources



Community Sector Outcomes

Outcome 1: Good governance and inclusive development at the community level fostered.

Outcome 2: Empowerment of women, children, youth, persons with disabilities, and other vulnerable groups enhanced.

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

Outcome 4: Strengthened sector coordination and partnerships with effective risk management, monitoring, and evaluation mechanisms.

Ministry-Level Outcomes and Outputs

Institutional legislations, policies, and programs established to foster inclusive and resilient development at the district and village levels.

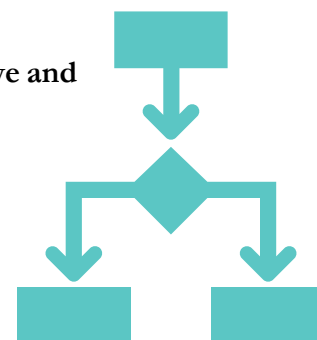
Output 3: Social Development Services

Output 4: Community Governance Services

Output 5: Community Economic Services

Output 7: Policy & Sector Coordination

Output 9: Program Management Unit (PMU)



Improved and responsive systems and structures, including human resource management and working relationships with service providers, village representatives, and district councils.

Output 6: Printing Services

Output 8: Information, Communications, and Technology (ICT)

Corporate Services Unit (CSU)

Excellence in staff development across all divisions and outputs.

Enhanced customer service delivery throughout all outputs and divisions.



MINISTRY LEVEL	
OUTCOMES	OUTPUTS
1. Institutional legislations, policies and programs established to foster inclusive and resilient development at the district (and village) level.	Output 3: Social Development Services
	Output 4: Community Governance Services
	Output 5: Community Economic Services
	Output 7: Policy & Sector Coordination
	Output 9: PMU
2. Improved and responsive systems and structures including human resource and working relationships with service providers including village representatives and district councils.	Output 6: Printing Services
	Output 8: Information, Community Communications & Technology
	CSU: Corporate Services Division
3. Excellence in staff development	All Outputs/Divisions
4. Improved customer service	All Outputs/Divisions

MWCSD KEY PERFORMANCE AND ACTIVITY IMPLEMENTATION MATRIX

- Community Sector Outcome 1: Good governance and inclusive development at the community level fostered.
- Community Sector Outcome 2: Empowerment of women, children and youths, persons with disabilities, and other vulnerable groups enhanced.
- Community Sector Outcome 3: Social outcomes for women, children, youths, persons with disabilities, and other vulnerable groups in the communities improved.

MWCSD STRATEGIC OUTCOME 1: Institutional legislations, policies and programs established to foster inclusive and resilient development at the district (and village) level.

Strategic Priority 1.1: Strengthening community governance institutions including good governance, and inclusive and sustainable development practices within these institutions.

Key Performance Indicator	Timeframe	Lead Division

1.1.1	Stocktake and assessment of good governance and inclusive development practices by village governance institutions.	FY25/26, Annually	CGS
1.1.2	Village good governance index re principles, policies and based on the assessment above.	FY24/25	CGS, PPS
1.1.3	Degree of adoption and utilization of the governance and inclusion index by village authorities, tracked through periodic feedback and update cycles	Annually	CGS
1.1.4	Utilize MWCSD website to publish village by-laws for public access.	Annually	CGS, ICT
1.1.5	Improvement in governance quality and community inclusivity based on the metrics over time	Annually	CGS
1.1.6	Centralized data management system of village-based community development programs/projects and practices.	FY24/25	CGS
1.1.7	Improved data collection and reporting on community development through data disaggregation	Annually	CGS
1.1.8	Rate of usage by stakeholders, including frequency of access and diversity of usage cases across different levels of governance and community planning	Annually	CGS
1.1.9	WAC advisory committee meetings coordinated	Annually	SDS
1.1.10	Komiti a le Faleula advisory committee meetings coordinated	Annually	CGS
1.1.11	IE Samoa Advisory Committee aimed at enhancing support for artisans and promoting the broader appreciation and sustainability of traditional crafts coordinated.	Annually	EES
Strategic Priority 1.2. Developing the capacity of district councils and village community institutions in facilitating effective and efficient implementation of the DDP and other development initiatives.			
1.2.1.	Village and district governance capacity development program aimed at strengthening knowledge and applications of good governance and inclusive development at the village levels.	FY24/25 Annually	CGS
1.2.2.	Increase in participation rates of Sui o Nuu and Sui Tamaitai in community development projects	Annually	CGS
1.2.3.	Reduction in time from project conception to execution, demonstrating improved coordination by SN, STN, SM Komiti and KTT	Annually	CGS
1.2.4.	Number of villages and community leaders participating in the governance capacity development programs, with an analysis of the qualitative impacts of their newly acquired governance skills on community development and decision-making processes	FY24/25	CGS
1.2.5.	Pre and Post training assessment scores to measure increase in knowledge and application of good governance practices, and completion of Tusi Faalupega and conditions for Sui o Nuu	FY24/25	CGS
1.2.6	Number of community awareness and training programs on social development issues coordinated		SDS
Strategic Priority 1.3. Fostering inclusive and sustainable income generation and employment opportunities in communities.			

1.3.1. Independent and comprehensive review of district development plans and the application/implementation of the DDP against those plans to identify gaps with meeting village community development needs across different dimensions of political, economic, and social development needs.	FY24/25	PMU, CGS
1.3.2. Efficient dissemination of the DDP annual funds to all 51 districts for their inclusive development.	Annually	PMU
1.3.3. Steering Committee and Working Group visit coordination	Annually	PMU
1.3.4. Progress and annual reports for Steering Committee's deliberations	Annually	PPS, PMU
1.3.4 Endorsement of Governance Policy Framework	FY25/26	CGS
1.3.5. POM review and implementation rate	FY24/25	PMU
1.3.6. Completion of DDP M&E Framework	FY24/25	PPS, PMU
1.3.7. DDP Screening Guide Completion	FY24/25	PMU
1.3.8. Capacity building program delivery	FY24/25	PMU
1.3.9. Project Database Completion	FY24/25	PMU
Strategic Priority 1.4. Enhancing resilience and capacity of civil society cooperatives in fostering sustainable, innovative and resilient development initiatives & essential services in the community.		
1.4.1. Conduct a complete mapping of civil society cooperatives and other ministries working in the sector by community development areas, location, work area, etc.	FY24/25	CGS
1.4.2. Conduct a comprehensive assessment of the resilience and capacity of civil society cooperatives in fostering sustainable, innovative, and resilient development initiatives and essential services in the community.	FY24/25	CGS
Strategic Priority 1.5. Increasing development & income generating opportunities for women.		
Key Performance Indicator	Timeframe	Lead Division
1.5.1. Database/registry of women in Samoa - profiling women in Samoa and identifying the different dimensions of roles and responsibilities including barriers to participation of women across various settings (families, employment, civil society, private sector, community sector, etc.)	FY24/25, Annually	SDS, EES, PPS
1.5.2. Facilitate programs (or integrate as part of ongoing programs) aimed at strengthening women empowerment in Samoa across various dimensions - political, administrative, private sector (business), civil society and others.	FY24/25	SDS

1.5.3. Production goals of fine mats and siapo pieces by May each year under the Fuataga Program	Annually	EES
Strategic Priority 1.6. Improving development opportunities for children and development and income generating opportunities for youth		
Key Performance Indicator	Timeframe	Lead Division
1.6.1. Database/registry of youth in Samoa - profiling youth across various settings (employed/unemployed, skills, education, civil society, private sector, community sector, etc.).	FY24/25	EES, SDS, PPS
1.6.2. Up-to-date assessment of the status of youth vulnerability and empowerment in Samoa and identify the critical development needs of youth at various dimensions, sectors and levels.	Annually	EES, SDS
1.6.3. Targeted policy/programs/projects/initiatives targeting children and youth development across various dimensions in Samoa.	FY24/25	EES
1.6.4. Achieve the endorsement and public launch of the National Youth Policy by October 2024, followed by thorough impact evaluations to track advancement in youth empowerment and the effectiveness of policy intervention	FY24/25	EES
1.6.5. Strategically organize and execute impactful public activities such as National Youth Week and other significant events during the Year of Youth, evaluated through participation metrics and participants satisfaction	Annually	EES
1.6.6. Successfully match and provide comprehensive training to at least 30 young people annually equipping them with essential hard and soft skills needed for the workforce	Annually	EES
1.6.7. Organize and deliver a minimum of five targeted soft skills training workshops each year, with effectiveness measured by participants performance improvements and post training employment rates	Annually	EES

1.6.8. Facilitate at least two new programs each year in collaboration with economic sector partners, executed through district development program, focusing on early childhood development and youth empowerment measuring success by participant feedback and sustained engagement rate	Annually	EES
Strategic Priority 1.7. Increasing development opportunities for persons with disabilities.		
Key Performance Indicator	Timeframe	Lead Division
1.7.1. Update the database/registry of persons with disabilities (PWDs) in Samoa - profiling PWDs across various settings (types of disabilities, employed/unemployed, skills, education, civil society, private sector, community sector, etc.) including barrier to participation of persons with disabilities.	Annually	SDS, EES, PPS
1.7.2. Conduct an up-to-date assessment of the status of disability-inclusion development in Samoa and identify key gaps across sectors and dimensions of disability-inclusivity.	FY24/25	SDS, EES
1.7.3. Develop a 'disability inclusive index' guiding the mainstreaming of disability.	FY24/25	SDS, EES, PPS
1.7.4. Develop targeted policy/programs/projects/initiatives targeting disability support across various dimensions in Samoa.	FY24/25	SDS
Strategic Priority 1.8. Enhancing development opportunities for other vulnerable groups including elderly and those in hardship and poor living conditions.		
Key Performance Indicator	Timeframe	Lead Division
1.8.1. Implement the National Community Economic Development Policy 2021-2031 for development opportunities targeting vulnerable groups not included in 1.4, 1.5 and 1.6 above.	FY24/25, Annually	EES
1.8.2. Complete and submit two comprehensive monitoring visits reports annually for beneficiaries of the Samoa Business Incubator and other empowerment schemes assessing the effectiveness and impact of the support provided.	Annually	EES

1.8.3. Conduct an up-to-date and comprehensive assessment of the vulnerability status and levels of families in Samoa.	FY24/25	EES
1.8.4. Develop targeted policy/programs/projects/initiatives targeting vulnerable groups including elderly, those in poor living conditions and other across various dimensions in Samoa.	FY24/25	EES
1.8.5. Based on 2.4.1, develop a strategy aimed at addressing critical vulnerability (or at-risk) families, groups and individuals in Samoa.	FY24/25 Annually	EES
Strategic Priority 1.9. Reducing violence in the family and especially against women and girls.		
Key Performance Indicator	Timeframe	Lead Division
1.9.1. Assess the contribution, effectiveness and impact of previous and existing/ongoing initiatives including the integrated/inter-agency response system and services at addressing violence in Samoa, especially domestic violence against women and girls.	FY24/25	SDS
1.9.2. Facilitate the endorsement of the National Prevention Framework for Ending Violence and implementation of the National Policy for Gender Equality, to address gaps from the assessment in 3.1.1	FY24/25	SDS, PPS
1.9.3. Undertake an updated Study on the prevalence of GBV (EVAW) and costed analysis of GBV in Samoa.	FY24/25	PPS
1.9.4. Behavioral change communication implementation including strengthening BCC taskforce	FY24/25	SDS
1.9.5. Number of public awareness programs for the communities on eliminating Social Development issues	Annually	SDS
1.9.6. Number of annual national, regional and world commemorative events celebrated	Annually	SDS
Strategic Priority 1.10. Improving childcare and protection services.		
Key Performance Indicator	Timeframe	Lead Division
1.10.1. Facilitate effective Child Care Protection (CCP) service through the sector mechanisms the effective and efficient implementation of the National Childcare and Protection in Samoa.	Annually	SDS
1.10.2. Date by which Early Childhood Development Strategic Framework is approved	FY24/25	SDS, PPS
1.10.3. Legislative approval and enactment of the Child Care and Protection Bill by the fiscal year end	FY24/25	PPS

Strategic Priority 1.11. Strengthening the social protection systems, especially social welfares in Samoa.		
Key Performance Indicator	Timeframe	Lead Division
1.11.1. Number of new persons with disabilities eligible under the disability social security scheme registered.	Annually	SDS
1.11.2. Social welfare system for Samoa as a function that the sector will absorb and develop for Samoa and its community.	FY25/26, Annually	SDS
1.11.3. Develop and implement as part of the overall social welfare system (developed under 1.11.2) an integrated Management Information System for Social Welfare in Samoa.	FY25/26	SDS, PPS, ICT
1.11.4. Social Statistics Status Report to conduct a thorough assessment of Samoa's social services. This report should include not only a statistical profile, but a status update on the reach and effectiveness of existing services. It will evaluate the nature, extent, coverage, efficiency, and impact of these services, with a particular focus on their accessibility to and effects on key demographic groups including women, children, youth, persons with disabilities and vulnerable groups. The aim is to provide detailed insights that will help in enhancing the delivery and impact of social services across Samoa.	FY24/25, Annually	SDS, PPS
Strategic Priority 1.12. Enhancing Family Life Education through out-of-school programs for youth.		
Key Performance Indicator	Timeframe	Lead Division
1.12.1. Development and roll out of community engagement strategy	FY24/25, Annually	SDS, CGS
1.12.2. Develop and roll-out a prototype App on SRHR/FP for young people	FY24/25 & annually	EES, ICT
Community Sector Outcome 4: Sector coordination and partnerships with effective risk management, monitoring and evaluation strengthened		
MWCSD STRATEGIC OUTCOME 2: Improved and responsive systems and structures including human resource and working relationships with service providers including village representatives and district councils.		
Strategic Priority 2.1: Revitalise & strengthen the sector coordination mechanisms		

Key Performance Indicator	Timeframe	Lead Division
2.1.1. Provide secretariat support to Community Sector Advisory Committee meetings including the provision of annual review reports.	Annually	PPS
2.1.3. Provide secretariat support to Community Sub-sector working groups including the provision of quarterly review reports.	Annually	CGS, EES, SDS, PPS
Strategic Priority 2.2. Enhanced knowledge management infrastructure		
Key Performance Indicator	Timeframe	Lead Division
2.2.1. Completion of an Integrated Management Information System	FY24/25, Annually	PPS, ICT
2.2.2. Intranet Development Completion Rate	FY24/25, Annually	ICT
Strategic Priority 2.3. Comprehensive communication strategy implementation		
Key Performance Indicator	Timeframe	Lead Division
2.3.1. Strategy Deployment Success	FY24/25, Annually	ICT
2.3.2. Quarterly Outreach Campaigns	FY24/25, Annually	ICT
MWCSD STRATEGIC OUTCOME 3: Excellence in staff development		
Strategic Priority 3.1. Effective management of Human Resource (HR) services for the Ministry		
Key Performance Indicator	Timeframe	Lead Division
3.1.1. Compliance rate for the implementation of the Recruitment and Selection processes.	Annually	CSD
3.1.2. Management of the MWCSD Performance Management System.	Annually	CSD
3.1.3. Human Resources Reporting	Annually	CSD
3.1.4. Capacity Development for Ministry Staff and District staff coordinated	Annually	CSD

3.1.5. Disciplinary Process	Annually	CSD
3.1.6. Conduct a functional analysis including skills gap analysis of the Ministry	FY24/25	CSD
3.1.7. Reinstate the sector coordination unit of the MWCSD and strengthen the coordination, secretariat, technical advisory, monitoring, and evaluation roles of the division/unit; and for PSC to approve reinstatement.	FY24/25	PPS, CSD
3.1.8. Capacity development plan FY2024-2028 developed	FY24/25	CSD
3.1.9. Workforce plan developed and implemented	FY24/25	CSD
3.1.10. E-Learning Platform Development	FY24/25, Annually	ICT, CSD
3.1.11. Software Upgrade and Integration	FY24/25, Annually	ICT
3.1.12. Staff Proficiency Level Post Training	FY24/25, Annually	ICT, CSD
3.1.13. Payroll compliance to PSC and Treasury Instructions	Annually	CSD
3.1.14. Monitoring of Ministry Staff and District Council Staffs' compliance to working conditions as per WCE and LERA 2013 respectively.	Annually	CSD
3.1.15. Effective records management	Annually	CSD
3.1.16. Enhance understanding of staff about Human Resources Management and Administration services available for all public servants	Annually	CSD
3.1.17. Effective coordination and administration of the Ministry Performance Management System	Annually	CSD
3.1.18. Compliance to Occupational Safety and Health (OSH) standards for office premises	Quarterly	CSD
3.1.19. Conduct employee awareness of health and safety work habits	Quarterly	CSD
Strategic Priority 3.2. Timely coordination and submission of budget reviews and estimates and all other financial responsibilities, for management approval before sending to MOF		
Key Performance Indicator	Timeframe	Lead Division
3.2.1. Budget Governance and Compliance - compliance rate to Treasury Instructions	Annually	CSD
3.2.2. Ministry Budget Preparation and Submission	Annually	CSD
3.2.3. Financial Reporting	Annually	CSD
3.2.4. Risk Management	Annually	CSD
Strategic Priority 3.3. Effective management and monitoring of Ministry assets and procurement operations		

Key Performance Indicator	Timeframe	Lead Division
3.3.1. Compliance to vehicle policy as per Treasury Instructions and FK	Annually	CSD
3.3.2. Building maintenance and repair conducted	Annually	CSD
3.3.3. Asset management report completed	Annually	CSD
3.3.4. Delivery of a structured training program on advanced data analysis and policy evaluation techniques for at least 80% of the staff by the end of FY 2024-2025	Annually	PPS
MWCSD STRATEGIC OUTCOME 4: Improved customer service		
Strategic Priority 4.1. Implement the MWCSD Talofa With a Smile Campaign		
Key Performance Indicator	Timeframe	Lead Division
4.1.1. Monitoring of Ministry Staff and District Council Staffs' compliance to working conditions as per WCE and LERA 2013 respectively.	Annually	CSD
4.1.2. Targeted sales value	Annually	Printing
4.1.3. Targeted collection for outstanding revenue	Annually	Printing
4.1.4. Number of communication materials produced and distributed	Annually	Printing
4.1.4. Number of new partnerships with clients made	Annually	Printing
4.1.5. Number of printed materials produced	Annually	Printing
4.1.6. Customer Service Charter developed	FY 24/25	CSD
4.1.7. Ensure compliance with service charter standards	Annually	CSD
4.1.8. Simplify Customer Complaints & Satisfactions mechanism by establishing an online portal and feedback boxes at different reception areas	FY24/25	CSD
4.1.9. Website Enhancement Progress	FY24/25, Annually	ICT

SECTION 5: REVIEW AND REPORTING

The Ministry of Women, Community, and Social Development (MWCSD) will employ a structured approach to monitor, review, and report on the achievement of the Corporate Plan's Key Performance Indicators (KPIs). This process will ensure accountability, continuous improvement, and alignment with the Ministry's strategic goals. The review and reporting mechanisms are designed to provide regular updates, identify areas for improvement, and adjust strategies as necessary.

Monitoring and Evaluation (M&E)

The Ministry will use a robust Monitoring and Evaluation framework to track the implementation of its Corporate Plan. The M&E process is designed to provide timely insights into the performance of programs, initiatives, and operational activities. Key elements include:

1. **Regular Supervisions:** Regular supervision visits will be conducted across various divisions and programs to assess the effectiveness of activities, provide on-the-spot feedback, and ensure compliance with established procedures.
2. **Management Meetings:** Monthly management meetings will serve as the primary forum for discussing progress, challenges, and strategies for improvement. These meetings will focus on tracking the achievement of KPIs, addressing operational issues, and making data-driven decisions. Minutes will be recorded to capture key discussions, decisions, and action points.
3. **Spot Checks by the CEO and Management:** Unannounced spot checks will be conducted by the CEO and senior management to assess the implementation of programs and services in real-time. These checks will ensure accountability, highlight areas for immediate attention, and provide direct feedback for course correction.

Regular Reporting and Progress Tracking

Regular reporting is critical for monitoring the Ministry's performance and ensuring alignment with the Corporate Plan. The following reporting mechanisms will be used to provide timely updates and track progress:

1. **Dashboard or Monthly Reports from Management:** A performance dashboard and monthly reports will provide ongoing updates on the Ministry's progress toward achieving key objectives. These reports allow management to monitor real-time data, identify trends, and address issues promptly.
2. **PMS Data from Sui o Nuu, Sui o Tamaitai, and Sui O Malo:** Performance Management System (PMS) data from local representatives, including Sui o Nuu, Sui o Tamaitai, and Sui O Malo, will be regularly collected and analysed to assess community-level activities and their alignment with strategic goals.
3. **Annual Performance Budget Reviews:** The annual performance budget review links the Ministry's expenditure program to its KPIs. This review assesses whether allocated budgets are being utilized effectively to achieve targeted outcomes and evaluates the Ministry's actual performance against the set KPIs for the fiscal year.
4. **Annual Reports to Parliament:** The Ministry's Annual Report, submitted to Parliament, provides a comprehensive overview of achievements and challenges throughout the year. The report includes:
 - A summary of KPI achievements per output.



- The Ministry's Annual Financial Statements, detailing budget utilization and financial performance.
 - A Human Resource assessment that evaluates staff development, capacity building, and organizational efficiency.
5. **Mid-Term Review of the Corporate Plan:** Conducted in November-December, the mid-term review assesses progress against the Corporate Plan's KPIs and Implementation Plan. The review includes capacity-building sessions and planning for the next financial year. It provides an opportunity to make necessary adjustments and realign strategies to ensure continued progress.

Continuous Improvement Mechanisms

The Ministry is committed to fostering continuous improvement and adaptability. To support this, the following mechanisms are in place:

1. **Feedback Loops:** Systematic collection and analysis of feedback from management meetings, staff, and stakeholders will drive strategic adjustments and operational improvements.
2. **Capacity Building and Training:** Based on performance reviews, targeted capacity-building initiatives will be implemented to address skills gaps, enhance service delivery, and improve workforce effectiveness.
3. **Adaptive Management:** The Ministry's leadership remains flexible in adjusting strategies and resource allocation based on performance data and emerging challenges. This approach ensures responsiveness to change and sustained progress toward key objectives.
4. **Spot Checks and Rapid Assessments:** Regular spot checks and rapid assessments will provide real-time insights into program effectiveness and highlight areas requiring immediate attention.
5. **Staff Development Days & Brown Bag Lunch Sessions:** Regular staff development days will focus on enhancing skills, promoting continuous learning, and fostering collaboration. Informal "brown bag lunch" sessions will encourage open discussions, knowledge-sharing, and exploration of innovative ideas, contributing to a culture of teamwork and cross-divisional engagement.
6. **Quality Leadership Circles:** Peer mentoring and leadership circles will provide a platform for staff to discuss challenges, share expertise, and build capacity. These circles emphasize quality improvement, best practices, and innovative approaches to achieving strategic goals.

