

M.E.A.L FRAMEWORK for SCCI as NPSO - STRATEGIC PLAN 2021- 2026



NPSO (SCCI) M.E.A.L (Monitoring, Evaluation, Accountability and Learning) FRAMEWORK (July 2021 – June 2026)

VISION - To lead business growth and innovation for Samoa

MISSION - To advocate, strengthen and enable a sustainable business environment for our members through strong leadership, effective engagement and collaboration and unity

BRAND – Powering Business Growth

Outcomes	<p>Long Term – 5+ years</p> <ol style="list-style-type: none"> 1. NPSO is a fully fledged 15th Sector; namely Private Sector of the SDS with allocated funding stream and complying with applicable sector planning guides and monitoring and evaluation frameworks 2. NPSO as a Private Sector features in the 2026 -2030 SDS 	<p>Medium Term – 2 -3 years</p> <ol style="list-style-type: none"> 1. Bringing the costs of doing Business down 2. Impacts and sector specific results-based reporting. 3. High membership satisfaction and growing membership 4. Alignment to cross cutting plans/strategies and especially sector plans that can help enable the delivery of future priorities. 5. Focal point roles and functions as an NPSO is sustained. 6. Climate Change and DRM Plans in place 	<p>Short Term – 1-2 years</p> <ol style="list-style-type: none"> 1. NPSO Focal point well established with defined roles and responsibilities including a revisit of its Constitution. 2. NPSO features in SDS 2021-2026 3. Any transitional and organisational change completed including any key R&S 4. MEAL in place 5. Full work programmes for the Office and Individual workplans including Performance appraisal systems aligned to the MEAL 6. HRM and HRD training needs identified and Capacity Building Plan in place 7. Fully costed Annual Work Programme 8. Sector Specific Technical Advisory Groups TOR's endorsed and implemented 9. Have a COVID 19 response strategy
INPUTS	<p>Budget allocation: key outcomes have clear funding streams Donor Funding: seek support from partners to collaborate in developing on our programmes Planning Time: adequate and sufficient time is given to each activity. Need to be realistic and practical considering capacity. Adequate time for planning is a must. Effective and Efficient Administration support systems Communications: Clear communications plan including website Capacity: required dedicated staff to facilitate, coordinate and implement any set activities Stakeholders: Need to collaborate consistently with our key partners Expertise: required expert knowledge from our members on business concepts, obstacles and solutions to ensure that information and data is collected</p>		
OUTCOME 1	<p>Entrepreneurship and Innovation – Enable a sustainable Entrepreneurial and MSME sector that capitalizes on Digital transformation and contributes to growth in GDP</p>		

GOAL	To have in place robust policies that support entrepreneurship and innovation, and make it easier for potential entrepreneurs to innovate in response to market changes					
STRATEGIES	<ul style="list-style-type: none"> o Collaborate on the reduction of administrative burdens; and improved streamlining processes and the simplification of procedures o Work jointly to promote decent job creation, entrepreneurship, the acceleration and upgrading of Business Incubators o Collude in efforts to enable higher levels of economic productivity through import substitution, diversification; boosting entrepreneurship potential, promoting and facilitating youth enterprise training and mentoring o Promote and collaborate on the expansion of cost-effective digital infrastructure and access to digital technology 					
Outputs/Activities	Set Activities	07/2021 – 06/2022	07/2022 – 06/2023	07/2023 – 06/2024	07/2024 – 06/2025	07/2025 – 06/2026
	Think Tanks focused on Digital transformation (2 per annum)	14,000	14,000	14,000	14,000	14,000
	Youth training	20,000	20,000	20,000	20,000	20,000
	Youth Mentoring * @YR 1 – Targeting 100 personnel @\$250 per head *Subsequent year will be additional youth participants at increments of 50 per year.	25,000	30,000	35,000	40,000	45,000
	Lobbying consultations with key govt/ stakeholder leaders	10,000	10,000	10,000	10,000	10,000
	TOTAL Costs	69,000	74,000	79,000	84,000	89,000
Indicators	Baseline Current situation	Target aiming to achieve?	Data Source Where the data is from?	Data Method How to collect?	Implementation Responsibilities	Reporting Responsibilities
Doing Business in Samoa is more streamlined, simplified and the regulatory and compliance framework is achievable	Doing Business rank 98/190 Percentage score 62.1	90/190 70% score	Doing Business in Samoa annual publication 2020	Annual DB In Samoa reports and reporting against the M&E of the SDS	GoS MCIL MoF MCR	MCIL MoF
Cost effective access to digital technology and infrastructure	International connectivity status Private sector participation levels Wholesale and retail broadband costs/prices Connectivity and internet access and speed ICT professional services status Internet usage ICT infrastructure change Mobile penetration 2019 – 72% Broadband penetration – 2% fixed and 2% mobile DB Ranking 98/190	Mobile penetration – 85% Broadband penetration 10% Fixed and 10% mobile 90/190 ranking	M &E reporting from the Communication Sector and SDS M&E	Annual reporting against the ICT sector plan and reporting against the M&E of the SDS	MCIT OOTR SBS MNRE	MCIT MoF
Sustainable and cost-effective access and reliability to electricity	Ranked 71/190 economies. % Of income per capita \$601.8 Score of getting electricity – 79.7/100	Rank 65/190 economies	Doing Business in Samoa annual publication 2020 and SDS M&E	Annual reporting as against the Energy and Transport Sector	MoF MNRE EPC	MPE EPC MWTI

	Reliability – 4 Renewable Energy status Usage of petroleum fuels Energy use in Transport sector	% of income per capita - \$500 Score of getting electricity 70/100 Reliability -6			MPE SBS MWTI	
Gross national income per capita	In 2019 - \$14000 Predicted Samoa GDP Growth – SAMOA 2040 – minus 4% for 2020	\$21,000 +1%	Monitoring and reporting on the SDS and MOF reporting	Quarterly, six monthly and annual reporting from MOF and CBS	Finance Sector	MoF CBS Audit Office DBS SNPF MPE SBS
Growth of MSMEs that are market driven	Investment levels (tourism, agribusiness, agriculture, fisheries) Business Licensing over 4000 registered MSME's with 95% (3800) with a turnover of less than ST \$1million	\$2m turnover 5000 MSME's registered	M&E against TCMS Plan and Agriculture sector plan & SDS M&E reporting	Annual reviews of TCMS plan and reporting by MCIL against the Samoa MSME Development Policy and Strategy 2020	TCMS Sector Agriculture sector	MCIL MAF STA SBH SBS SROS DBS MoF
OUTCOME 2	Industry, Infrastructure and Workforce – Encourage infrastructure decisions and industry specific standards that promotes sustainable economic growth and workforce development					
GOAL	Improved engagement in advocacy, national policy dialogue, social corporate responsibility initiatives that enables strengthened private sector institutions and operation capacities that supports improved collaboration and systematic change that benefits private sector development					
STRATEGIES	<ul style="list-style-type: none"> ○ Advocate for quality, reliable, sustainable and resilient infrastructure and transport systems ○ Facilitate opportunities for formal employment, and participation of micro, small and medium enterprises in upskilling and on the job training ○ Collaborate on any national strategy that promotes relevant skills that enable employment, decent jobs, digital innovation and entrepreneurship to future proof the work force ○ Facilitate collaboration of sector specific issues; including collaboration on any National Human Resource Development Plan ○ Encourage a sustained increase in productivity, product quality, value adding and marketing of products ○ Advocate for implementation and updating of all industry sector plans to monitor critical industry and infrastructure related constraints to the ease of doing business ○ Promotion of safe and secure working environments inclusive for all workers 					
Outputs/Activities	Set Activities	07/2021 – 06/2022	07/2022 – 06/2023	07/2023 – 06/2024	07/2024 – 06/2025	07/2025 – 06/2026
	Internship programmes encouraging formal employment etc	60,000	60,000	60,000	60,000	60,000
	Workshops upskilling on the job training/OSH - upskilling and industry fundamentals & soft skills training Reduction of workplace incidents Increase in OSH compliance by different industries on an annual basis Strengthen partnership with MCIL with quarterly meeting with OSH.	22,000	22,000	22,000	22,000	22,000

	Lobbying Consultations with Stakeholders	5,000	5,000	5,000	5,000	5,000
	Tariff Review Reforms to be conducted annually to address sector specific challenges hindering business growth with the view to positively impact government policy for an enabling environment to doing business.	5,000	5,000	5,000	5,000	5,000
	Shipping Fees Validation to address efficiencies in order to bring the cost of doing business down	5,000	5,000	5,000	5,000	5,000
	Facilitate an annual national private sector forum to address challenges and identify opportunities to address constraints to doing business with the aim to accelerate private sector contribution to improve GDP by at least 1%.	50,000	50,000	50,000	50,000	50,000
	TOTAL Costs	147,000	147,000	147,000	147,000	147,000
Indicators	Baseline Current situation	Target aiming to achieve?	Data Source Where the data is from?	Data Method How to collect?	Implementation Responsibilities	Reporting Responsibilities
Increased industry shares of employment and GDP	Public and private Sector employment figures – 2017 Unemployment rate remains high in Samoa as it has increased from 8.7% in 2012 to 14.5% in 2017 ¹ Samoa’s youth constitute the majority of the active labour force with the 15-29 age group accounting for 44% of the total ‘working age’ population ² Youth made up 44.7% of the unemployed in 2017. In addition, the proportion of youth (aged 15-24years) not in education, employment or training rose from 35% to 37.9% between 2012 and 2017 and therefore Samoa missed the target of reduction of youth not in education, employment or training ³ There was an improvement in the number of females in the labour force from 32.2% in 2012 to 36% in 2017. However, women’s unemployment level is double	10% unemployment rate 15% employment in Manufacturing	Labour Force Market Surveys HIES Annual Reports SCCI	M & E reporting against the relevant sector plans and Analysis of LM surveys SMERF for SDS reporting AR - SCCI	TCMS Agriculture Sector Tourism Sector Public Administration Sector	PSC MoF SBS MCIL MAF STA SCCI

¹ Samoa Labour Force Survey 2017:8

² Samoa’s Second VNR on the Implementation of the SDG’s June 2020:32

³ Ibid

	that of the men, and they represent the majority in the informal sector and are likely to be more vulnerable to hardship than those in paid employment as studies have confirmed ⁴ Industrial production index 7.5% of employment is in Manufacturing					
Labour mobility opportunities that assist private sector development	Number of RSE work categories in the region that assist Private sector 2019- over 3000 Samoan workers went to Australia and NZ as part of the Seasonal Workers Programme Remittances from overseas workers amounted to more than a quarter of GDP, with the funds flowing directly to Samoan Households ⁵	4000 workers ST \$150m net income	SAMOA 2040 SWP reporting RSE reporting Screening reporting	MCIL reporting as focal point and tracking of M&E of the various regional employment schemes CBS remittances tracking HIES	TCMS Agriculture Sector Tourism Sector Finance setor	MCIL MoF MAF STA SBS
Increased opportunities from the various value adding chains	Growth in agriculture, fisheries and tourism sector in terms of real contribution to GDP Agriculture contributes over 10% of GDP with fish representing almost half of total exports and supporting employment, rural livelihoods, food and nutrition security ⁶ 97% of households engage in agriculture ⁷ 1 in 5 households identify agriculture as their main source of income 42% of the employed population in 2016 engaged in agriculture, livestock, forestry and fishery related occupations In 2016 – total 3,884 (3715M 169F) individuals worked for households in paid crop, livestock or fishing employment, 70% in crop and 24% in livestock. Government share of expenditure on Agriculture – 2.2% in 2019	50% of the employed popluation in agriculture, livestock, forestry and fishery related occupations GoS expenditure on Agriculture – 5%	SAMOA 2040 Reports SDS SMERF reports LMIS Agrculture sector plan M&E reports Trade reports	MAF, MCIL and STA as focal points for Agriculture, Fishereis and Tourism sectors collecting data through their respective MTEF reporting and annual reviews	TCMS Agriculture Sector Tourism Sector Finance setor	MAF MCIL STA MoF
Increased involvement of private sector in workforce development in service delivery and as implementers of the aligned sector plans	Sector reporting showing increased private sector investment in employment creation and increased sector coordination engagement with the Sector Coordination Units of the key sectors that have the private sector as implementers	NPSO as key partners/implementers in TCMS Plan, Tourism Sector, Agriculture, Infrastructure, Public Administration and Finance Sector	Sector Plan reporting SDS reporting SAMOA 2040 reporting SCCI Annual Reports	MOF Reporing at key focal point for Sector Planning and MFAT in terms of Aid Facilitation	TCMS Agriculture Sector Tourism Sector Finance setor Public Administration	NPSO MoF MCIL SBS PSC MFAT

⁴ Ibid:31

⁵ SAMOA2024 – 2021 publication

⁶ Ibid

⁷ Ibid

OUTCOME 3	Policy, Advocacy, Social Corporate Responsibilities and Cooperation Frameworks					
GOAL	Improved engagement in advocacy, national policy dialogue, social corporate responsibility initiatives that enables strengthened private sector institutions and operation capacities that supports improved collaboration and systematic change that benefits private sector development					
STRATEGIES	<ul style="list-style-type: none"> ○ Advocate and collaborate for increased awareness of the need for climate and disaster planning ○ Advocate for multi-stakeholder partnerships, cooperation frameworks, maintenance of effective and targeted lobbying strategies ○ Advocate and work together in facilitating Digital technology as an enabler for all industry ○ Advocate for increased NPSO involvement in high level policy discussions before the drafting of any new bills and legislation; and budget screening and related financing negotiations 					
Outputs/Activities	Set Activities	07/2021 – 06/2022	07/2022 – 06/2023	07/2023 – 06/2024	○ 07/2024 – 06/2025	07/2025 – 06/2026
	Think Tank sessions (4 per annum)	32,000	32,000	32,000	32,000	32,000
	Key meeting with Govt. officials drafting and consultations	35,000	35,000	35,000	35,000	35,000
	Compilation of National Annual BCS – mobilisation of survey teams	30,000	30,000	30,000	30,000	30,000
	Survey data to back submissions to govt. (pre COVID-19 we averaged 4 per annum)	20,000	20,000	20,000	20,000	20,000
	Assess PSO sector specific review to target areas to value add	30,000	25,000	10,000	10,000	10,000
	Annual Disaster Risk Management and Climate Change resilience facilitated workshop to identify and address cross sector mitigation efforts required to ensure recovery efforts are accelerated post any disaster	30,000	30,000	30,000	30,000	30,000
	Roll out a hand book for business continuity plans with clear linkages to risk matrix assessments	20,000				
	Carry out annual survey of impacted business and assess BLPs tool kits to a gauge further opportunity and address any potential gaps	10,000	10,000	10,000	10,000	10,000
	TOTAL Costs	207,000	182,000	122,000	122,000	122,000
Indicators	Baseline Current situation	Target aiming to achieve?	Data Source Where the data is from?	Data Method How to collect?	Implementation Responsibilities	Reporting Responsibilities
NPSO critical partner in facilitation of Heads of Commonwealth Forum SAMOA 2023	Already in discussions ongoing with CHOGM	NPSO well consulted, engaged and represented in this Forum	MFAT MoF STA Office of PM	Attendance at critical roundtable discussions with clear understandings of what is expected	GoS DP's Regional Bodies Civil Society NGO's	MFAT MoF Office of PM
Climate and disaster resilience and responsive training improved and	Currently no plan for NPSO Currently there are 94 Community Disaster and Climate Change Response plans and 41 Community Integrated Management Plans	A robust NPSO plan in place	NEOC DAC MNRE	Transport Sector reporting Water sector reporting Environment Sector reporting	NPSO Environment Sector Finance Sector Water Sector – SWA/IWS	NPSO MoF MNRE NEOC DAC

integrated into NPSO development plan	Samoa is on track to generate 100% of its electricity with renewable energy by 2025 Flood mitigation projects effectively covering 2km of drainage network per annum New buildings 100% compliance with DRM and Climate Resilience standards					SWA
Presence of the private sector on national and specific disaster and risk management national steering committees	Chamber has seat on DAC and is seen as a core member	Permenant seat on critical DRM national steering committees	Office of PM MNRE NEOC	Accessing national and sector reports through attendance on critical SC forums	NPSO Environment Sector	NPSO MoF MNRE NEOC
Type and nature of MOUS	Currently 2 with Govt.– DAC and MCR Chamber has MOUs with many organisations: PCF, UNDP, ILO Chamber of commerce’s around the region and internationally. i.e, American Samoa, Turkey Chamber of Commerce, Auckland Chamber of commerce etc	All MOU’s are recorded and joint undertakings are monitored for tracking deliverables and impact	MOU Partners	Secretariat to assign responsibility for this and update bi-annually	NPSO	NPSO
Representation on National and Sector and Technical SC and work groups that are relevant to members	Currently represented on TCMS /TCI/NWCTA Sector	A clear stocktake undertaken on National, Sector and Technical SC and working groups that NPSO needs to have a presence and this is negotiated and implemented	Sector Coordination Units Coordination Unit Heads (ACEOs) CEOs MoF	Secretariat to assign responsibility for this and update quarterly	NPSO	NPSO
Number of Cooperation Framework Agreements that are relevant to members	ILO/IOE/PIPSO/UNDP	Cooperation Framework with One UN Samoa with joint programme outcomes	One UN UNDP UN Women PIPSO IOE	Accessing the UN Frameworks so as to better understand grants, funding streams and procurement and reporting processes	UN NPSO PIPSO IOE	UN PIPSO IOE NPSO
Participation in DP roundtable forum	Not currently	Permenant seat in these discussions so can table SP and MEAL and understand the different Aid Modalites	Mof MFAT DP’s NPSO	Accessing the Aid Facilitation framework and dialogue/forums so as to be in an improved position to table evidence based funding opportunities	MFAT MoF DP’s NPSO	MFAT MoF
Quality and quantity of evidenced based policy submissions that are membership driven	Often too last minute and adhoc – need committed Research and Policy expertise as well as operational expertise from members	Use current Think Tanks concept to build on this as well as targeted R&S	SBS Sector plan reporting MoF reporting Country Reports	Accessing through collaboartion with the varuious Sector Coordination Units focal points and MOF	NPSO and its members	NPSO and its members

Executive Council and Secretariat	Organisational Strengthening Component					
GOAL	To enable organisational effectiveness that is sustainable					
STRATEGIES	<ul style="list-style-type: none"> ○ Focus on refining governance frameworks, policies and procedures ○ Promote a collective voice of the private sector on important economic and social issues ○ Participate in the development of SDS 2021-2026 and any new sector plans ○ Develop a communication framework to enhance Public Private Partnership ○ Consider options of funding support and how they should be channeled and as against the key priorities and outcome areas ○ Establishment Sector specific THINK TANKs/ Technical Advisory Group ○ Review Human Resources Framework ○ Establish a M&E Framework ○ Leverage CRM (Customer Relationship Management) to improve data evidence positions 					
Outputs/Activities	Set Activities	07/2021 – 06/2022	07/2022 – 06/2023	07/2023 – 06/2024	07/2024 – 06/2025	07/2025 – 06/2026
	Personnel	280,000	420,000	420,000	435,000	435,000
	Overheads	135,000	150,250	152,500	154,750	157,000
	Operations	60,000	65,000	70,000	75,000	80,000
	Capital	10,000	15,000	10,000	15,000	25,000
	Constituional Review Workshops	30,000			30,000	
	Yearly KPI setting with PSO's to review output to their membership		10,000	10,000		
	SCCI recognised as the 15 th sector in the SDS 2026-2030		20,000	20,000	10,000	20,000
	Any transitional and organisational change completed including any key R&S <ul style="list-style-type: none"> • NPSO Website updated and linked to PSO website • Yearly maintenance and refresh • Introduce a Chamber Monthly Feature drawing upon the membership • JD's for new positions are drafted 	40,000	30000	30,000	30,000	30,000
	Conduct quarterly assessments of the M.E.A.L to validate the progress made for each outcome area	5,000	5,000	5,000	5,000	5,000
	Schedule yearly M.E.A.L feedback on the key milestones with external stakeholders	5,000	5,000	5,000	5,000	5,000

	Design Samoa Specific Covid 19 response tool kit to assist business recovery during SOE	20,000				
	Workshop to roll out response tool kit to impacted business particularly MSMEs nationally which includes a facilitated workshop in savaii.	30,000				
	Rapid Assessment post Covid Recovery to track business progress and additional support		30,000			
	Conduct Roundtable with donor partners to assess further business support for MSME to help accelerate key findings impacting recovery efforts			10,000		
	TOTAL Costs	605,000	750,250	722,500	684, 750	757,000
Indicators	Baseline Current situation	Target aiming to achieve?	Data Source Where the data is from?	Data Method How to collect?	Implementation Responsibilities	Reporting Responsibilities
SCCI Focal point well established with defined roles and responsibilities	Partly in place	Secretariat revised JD's and deliverables aligned to new ways of working and well established by mid 2022	CEO Secretariat EC Technical Assistance	Job descriptions Job appraisals	CEO EC	CEO Staff
Full work programmes for the Office and Individual workplans including Performance appraisal systems	Not in place	Full work programmes for the Office and Individual workplans including Performance appraisal systems aligned to the MEAL by mid 2022 Mid year and End of year reviews with bonuses linked to KPI's	CEO Secretariat EC Technical Assistance	Workplan templates Perfromance appraisal frameworks	CEO EC	CEO Staff
HRM and HRD training needs identified and Capacity Building Plan in place	Not in place	HRM and HRD training needs identified and Capacity Building Plan in place and Onboarding Manual for Council members to be reviewed by end of 2022	CEO Secretariat EC Technical Assistance	TNA reports Self evaluation reporting Perfromanc appraisals	CEO EC	CEO Staff

		Board refreshers held annually Good Governance workshop for the EC with SIOD				
R&S for critical project and policy roles completed	Not completed	Well established by mid 2022	CEO Secretariat EC Technical Assistance	Clear job descriptions and robust R&S	CEO EC	CEO
Sector Specific Technical Advisory Groups TOR's endorsed and implemented	Partially in place	Sector Specific Technical Advisory Groups TOR's designed with membership composition and skills sets in mind, endorsed and implemented by mid 2022	CEO Secretariat EC Technical Assistance	Engaging with members in writing up TORs	CEO EC	CEO Staff
Fully costed Annual Work Programme	Not in place	Fully costed Annual Work Programme by end of 2021 and Mid Year AWP to be reviewed	MEAL Framework Data held by SCCI	In an annual costed work program	CEO EC	CEO Staff
Have a COVID 19 response strategy	Not in place	In place by mid 2022	Secretariat PSO's Members	Consultations and membership engagement	CEO	CEO Staff
MEAL in place	In place now	MEAL has direct linkages to improved costs of doing business and an enabling environment for business development Annual Reviews and updating or modifying	Sector Coordination Units SCCI MoF DP's	SDS M&E and Sector MTEF Reporting including Project reporting	CEO EC	CEO Staff
Funding options and funding streams well defined according to outcome area	Not in place until have critical conversations with GoS and DP's and other partners	Well established by mid 2022	Sector Coordination Units SCCI MoF DP's	SDS M&E and Sector MTEF Reporting including Project reporting	CEO EC	CEO Staff
Membership satisfaction surveys	Currently in place	Aligned to new SP 2021-2026 key outcome areas	Members	Through Membership services	Manager Member Services CEO EC	Manager Member Services CEO

Advocacy and awareness ongoing	In place but clear opportunity for improvement	Well established by end of 2021 Website update Communication Plan CRM Improved data and records management	Use your new SP and MEAL Use new SDS frame work and any new Sector plans	Through monitoring of MEAL and membership engagement	CEO EC	EC CEO Staff
Policy concept notes and papers produced annually	Sometimes produced	Well established by end of 2022 that look closely at Doing Business Issues and Trade and Labour mobility	THINK TANKS Participation in different forums SCU and SC meetings PIPSO	Through the MEAL and consolidated data base	CEO EC Staff Members	CEO EC Staff Members
Sector specific issues papers produced annually	Not in place	Well established by end of 2022 that look closely at sector specific issues, eg shipping	THINK TANKS Participation in different forums SCU and SC meetings PIPSO Regional Research	Through membership concerns and national issues and MEAL reporting	CEO EC Staff Members	CEO EC Staff Members
OVERALL ESTIMATED COSTS of SP 2021-2026 5,404,250 for 5 years Average of 1,080,850 per annum		1,028,000	1,153,250	1,070,500	1,037,500	1,115,000