



JULY 16, 2021

SAMOA CHAMBER OF COMMERCE INC

STRATEGIC PLAN 2021-2026



1. Strategy Statement

When the Chamber as lead NPSO embarked on the final year of its strategic plan, no one could have anticipated the global COVID-19 pandemic; and the tremendous impact it levied on people, businesses and governments across the globe in 2020. The COVID-19 pandemic has devastated the world of work, affecting people's lives, health and wellbeing, and it has had a dramatic effect on enterprises, jobs and livelihoods throughout the world. The Government has taken unprecedented measures to combat COVID-19. Lockdowns and other restrictive measures, however, have had a deep impact on our economy, job markets and societies, and our economy is arguably sliding into a recession. Supply chains are disintegrating, different sectors are at the risk of collapsing, enterprises are closing, and more and more workers are losing their incomes and livelihoods. Many micro and small enterprises are at risk of bankruptcy. The private sector is the engine of growth, primarily because real economic growth hinges on the creation of and earnings from goods and/or services. As the world "motors" out of the pandemic, private sector development will be increasingly vital, especially as many sectors and businesses are simply fighting for survival.

Different phases of this pandemic require different policy interventions and program responses and effective and collaborative dialogue is critical to this. For sustained economic development, the private sector needs space to unleash entrepreneurial potential through creativity and flexibility for innovative solutions. Private Sector Development, using a synergistic partnership approach, can mobilize urgent, collective action. Private sector, government, and civil society with crucial assistance from international development partners can proactively participate in accelerating and strengthening recovery through opportunities to reset, rethink and redesign business models and investment priorities based on critical policy interventions, advocacy and an engagement model that centers on its members. The private sector must continue to build statistical and data analysis capacities in a way that facilitates evidence-based policy. In the absence of no reasonable forecast for when our economy can resume to near normal business operations again; and the recognition that the private sector will be the heart of any COVID-19 economic recovery, ensuring the right policy settings are in place and active dialogue with the Private sector is critical.

The Chamber as the National Private Sector Organisation will play an essential role in representing enterprise and associated members through policy advocacy and having the relevant private sector stakeholders on key round tables that will address the costs of doing business; so as to ensure the right decisions are being made and implemented for businesses to grow and sustain themselves. Micro, Small and Medium Enterprises (MSME's) as one of the main catalysts for building a better post COVID-19 can boost the foundations of strong local economies and given their strong links to communities and potential alignment to both the Samoa Development Strategy (SDS) and the Sustainable Development Goals (SDG's); and with related sector specific support has the potential to provide the solutions; and furthermore, promote sustainable production and income generation. It has been 25years since the existence of the Samoa Chamber of Commerce and Industry; we have a strong base and foundation; and it's about the beginning of a new navigation era that will enable us to ride the next crest and transform into 2040, with our members interests and the ease of doing business at the forefront of our advocacy, policy and planning interventions.

As we considered our next five-year planning cycle, we knew we must remain fluid, ready to adapt and respond to the changeable environment COVID continues to deliver. As we have done since the onset of the pandemic, the Chamber will continue its focus on helping its members through advocacy, programs and services which contribute to business resiliency and economic recovery, while concurrently guiding us on a renewed path toward economic growth and sustainability.

Our National Private Sector Organisation is part of the Pacific Islands Private Sector Organization (PIPSO); the premier private sector representative body in the Pacific Islands region whose underlying vision is to promote and inspire the growth of Pacific businesses; and its related mission to advocate for and drive private sector driven economic growth for the benefit of the region. Samoa has always been highly recognized in this forum and has representation on other key regional bodies, such as the International Organisation of Employers; and it is through our regional affiliations, key cross cutting issues are tabled that are critical to the ease of doing business and they act as powerful lobbyists on behalf of the national bodies represented.

This document sets out the strategic priorities, outcomes, goals and strategies for the Samoa Chamber of Commerce as the lead national private sector organization for private sector development. The plan is a living document that is subject to change if necessary and was created through a robust strategic planning approach. Over the 5 years, it captures the short, medium- and long-term priorities. The rollout of our plan is focused on delivering upon four key priorities:

- optimising industry engagement and support;
- growing and enriching partnerships and inter-agency collaboration on sector specific issues;
- increasing our use of data-driven policy and advocacy; and
- continuing to cultivate a resilient and sustainable organization for the future.

The Executive Council and the SCCI team value your continued involvement with the Chamber and the work we undertake for you. Every action we take is to ensure that we continue to deliver support as effectively and as efficiently as possible with our members at the core of our mandate. It is about shaping outcomes better. The Chamber's network comprises many diverse participants who individually influence one another in unique and mutually advantageous ways; but when moving in concert with one another, we can achieve better outcomes for business. We will continue to collaborate with members and partners to work collaboratively with government to help build resiliency and shape results in the best interests of Samoa's National Development interests. The road ahead is indeed uncertain. But we are equally filled with optimism from the knowledge that our private sector development network possesses the spirit, courage, vision and dedication to contribute to our members, communities and our country's recovery. Together we are resilient and we look forward to working with you all as we navigate these turbulent times together; focused on building network resiliency and resetting through a sector outcomes and performance-based results strategic framework.



Seulupe Michelle Macdonald

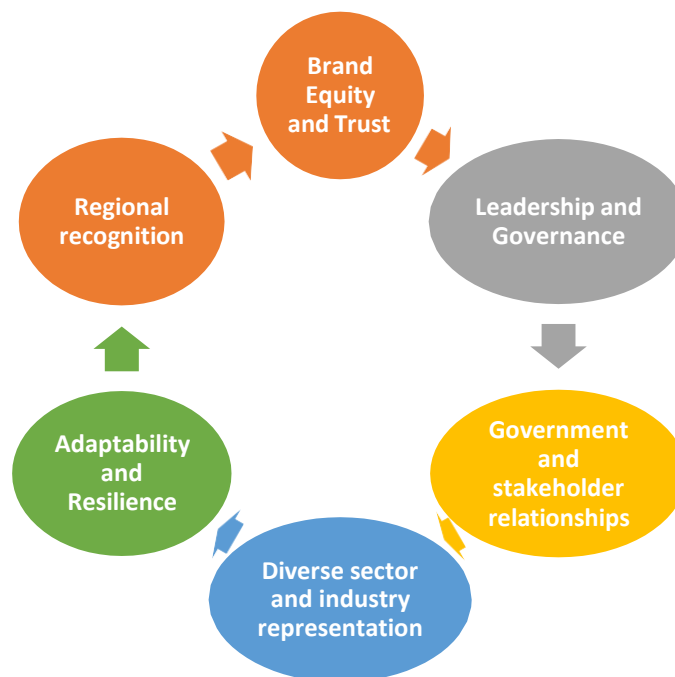
President

Samoa Chamber of Commerce and Industry

2. About the Samoa Chamber of Commerce Inc – The Chamber

Originally formed in the early 1900s by the Merchants of Apia, the Organisation was revived and took its current form in the 1970s. By 2020, The Chamber had grown to include more than 400 members representing a cross sector of Samoa’s business community. The Chamber’s membership also includes four large private sector organisations (PSOs), namely Women in Business Development Inc (WIBDI), Samoa Hotel & Hospitality Association, Samoa Association of Manufacturers & Exporters and Business’ of Salafai Organisation. The NPSO was formed in 2010 after consultations and agreement amongst the key Private Sector Organisations in Samoa at the time.

Strengths of the Chamber



The main purpose and objectives of the Chamber are: -

- To act as Samoa’s National Private Sector Organization that promotes the interest, well-being and growth of Samoa’s private sector at the national, regional and international levels to improve the economic and social wellbeing of the people of Samoa;
- To advocate the interests of its members by formulating and effectively promoting policies which encourages the development of the private sector;
- To promote free enterprise, trade and commerce and industry, and the development of the economy of Samoa;
- To promote and develop by all lawful means the mutual or common interests of all members of Chamber;
- To promote, encourage and provide for joint consultation between members or groups or members on all such matters of mutual or common interest;
- To encourage the formation of associations of employers or persons, firms, companies, and corporations within industries, industry groups or groups of industries;

- To promote, encourage and facilitate the participation of any such association in any private sector forum considering any issues of national economic significance affecting the private sector including but not limited to the tax regime/administration labour, financial regulation, public sector, utility costs and accessibility, industry and investment promotion and social welfare;
- To assist small businesses in their interface with Government and other parts of the private sector on small businesses issues;
- To endeavor to keep members informed about the policies and activities of Government and Government Committees and legislative proposals which may affect or tend to affect the interests of members on all issues of national importance, and to make such representations as may be appropriate on these matters and on all issues of national importance which are pertinent to business;
- To promote mutually beneficial relationships with other organizations, international or otherwise, whose main objects are similar to those of Chamber;
- To work collaboratively with the Government of Samoa to identify market failures that exist and possible solutions;
- To work together with the Government of Samoa to formalise the informal sector.

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
- unity

BRAND/TAG

Powering Business Growth

Values & Guiding Principles



Accountability We uphold the trust and credibility we have built over many decades ensuring that we conduct ourselves with honesty, integrity and transparency. We are accountable to our members, our partners and our communities. We measure our success, and we operate with cost-effectiveness for all programming



Member centred -We are action oriented and dedicated to quickly meeting the needs of our members. If we cannot provide a solution, we direct them to resources that may help them. We consider what is best for our members as our top priority for decision-making. We adopt responsive approaches and deliver excellent service for every member, striving to create just the right program areas and opportunities to engage them fully in their membership experience



Integrity -We are dependable and follow through on our commitments, we are open and honest when communicating with others, we bring an values



Innovative - We are forward thinking, and we are not afraid of change and acting to implement change. We create innovative, relevant and effective programming, based on best practices. We are innovative leaders, coordinators, facilitators, and navigators, helping businesses succeed in times of change

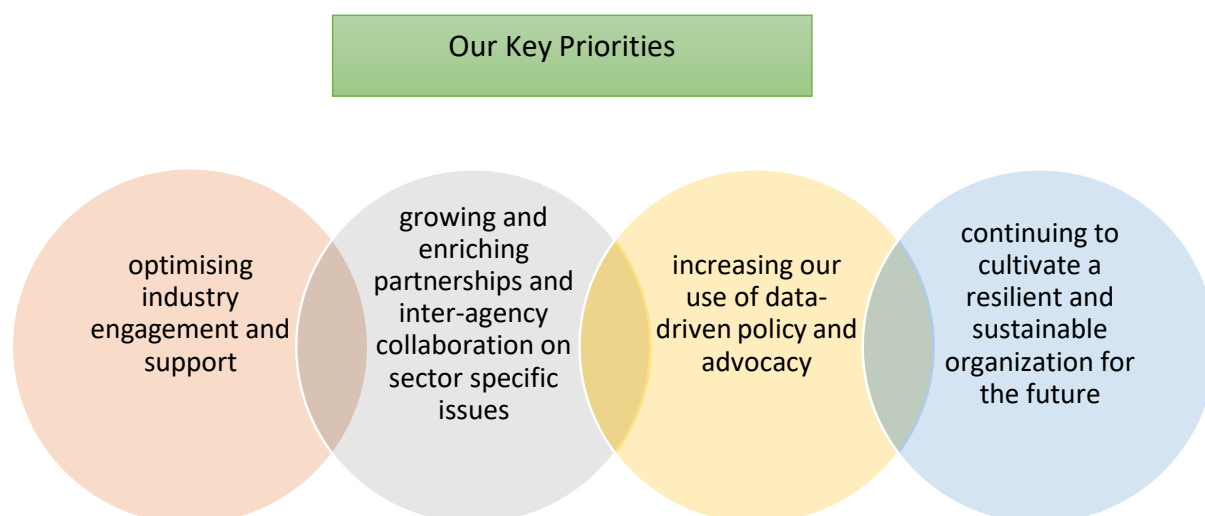


Empathetic - We are always listening and paying attention in a caring manner. We act with compassion, feeling, insight, and emotional attachment which helps us understand our members and their needs



Resilient - We cultivate a belief of coping and promote an attitude of survivorship by activating positive thinking and relationships, a strong sense of purpose and we work in collaboration to solve problems

3. Our Strategic Framework



Promoting a National Private Sector Development Approach

Samoa's Second Voluntary National Review on the implementation of the Sustainable Development Goals (SDGs) review concluded that the sector wide approach remains essential to meeting our national, regional, and international obligations including the 2030 Agenda and its SDGs. It is determined that Samoa's sector wide approach is highly relevant to sustainable development. The economic growth and wealth creation that is essential for the achievement of SDG's will come primarily from private enterprise, whether driven by large multinational corporations, national companies, small and medium firms or social enterprises. Such enterprises will also be the source of most of the innovations in new technologies, products, processes, and financing mechanisms necessary for tackling disaster risk management and environmental challenges.

The benefits of this approach are that it:

- broadens ownership by partner Governments over decision making with respect to sectoral policy, sectoral strategy, and sectoral spending;
- increases the coherence between sectoral policy, spending and results through greater transparency, wider dialogue and through ensuring a comprehensive review of the sector;
- promotes the integration of the three dimensions of sustainable development and policy coherence across sectors; and
- is an important means of empowering a whole of private sector approach to implementation of our national priorities and the Sustainable Development Goals.

How are we going to achieve our priorities?

By being committed to delivering on 3 key private sector development outcomes:

- **Outcome 1** - Entrepreneurship and Innovation
- **Outcome 2** - Industry, Infrastructure and Workforce
- **Outcome 3** - Policy, Advocacy, Social Corporate Responsibilities and Cooperation Frameworks

By being equally committed to an Organisational strengthening component that focuses on all inputs and capacity building; as well as any agreed transition arrangements into a long-term sector outcomes approach for private sector development

By capitalizing on:

- ❖ Significant enablers that encourages alignment to the SDGs, Samoa Development Strategy, SAMOA 2040, Sector Plans; and is responsive to the various cross cutting issues. Key considerations are:
 - SDG 1 – No Poverty
 - SDG 2 – Zero Hunger
 - SDG 3 – Good Health and Wellbeing
 - SDG 4 – Quality Education
 - SDG 5- Gender Equality
 - SDG 6 – Clean Water and Sanitation
 - SDG 7 – Affordable and Clean Energy
 - SDG 8 – Decent Work and Economic Growth
 - SDG 9 – Industry, Innovation and Infrastructure
 - SDG 10 – Reduced Inequalities
 - SDG 11 – Sustainable Cities and Communities
 - SDG 12 – Responsible Consumption and Production
 - SDG13 - Climate Action and Adaptation
 - Digital Transformation
 - Human Capital
- ❖ **Existing national development indicators** especially those across the relevant sector plans and SAMOA 2040;
- ❖ The common denominator to all members; that is to ensure there is an enabling environment so as to bring the cost of doing business down;

By being responsive to cross cutting issues of gender, disability, climate change and disaster risk management; we will pay specific attention to:

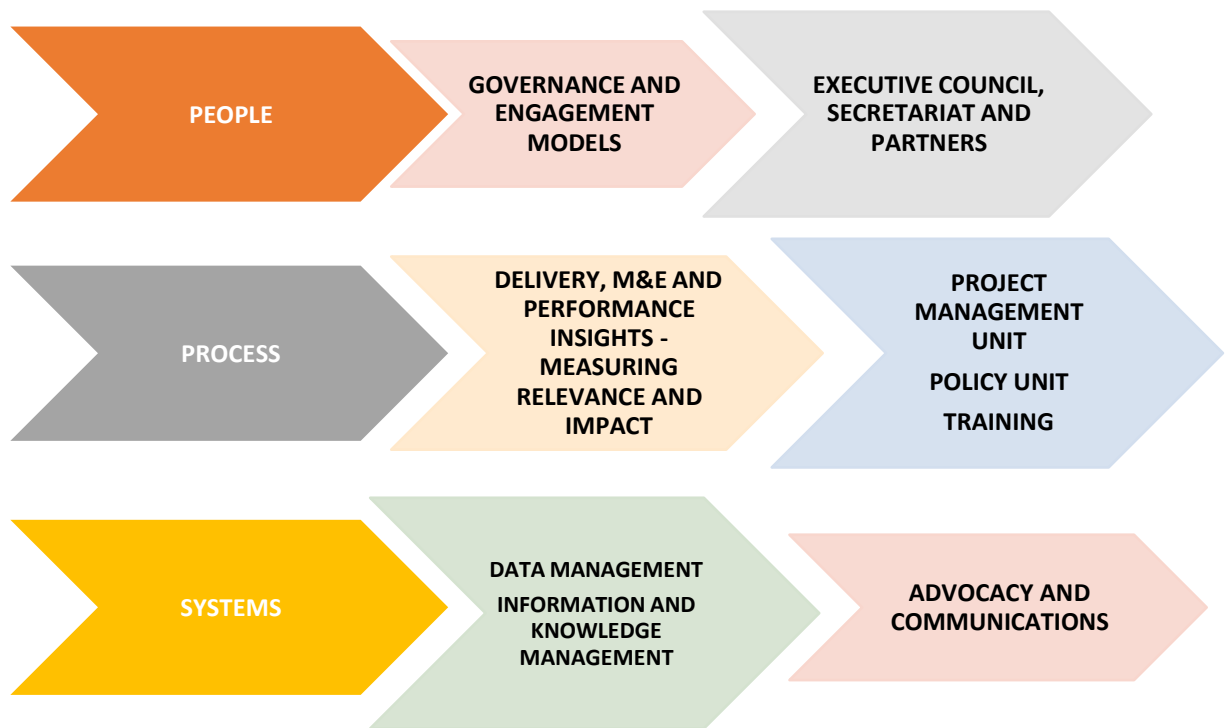
- A gender perspective as a critical consideration. Samoa has its National Policy on Gender Equality & Rights of Women and Girls 2021-2031 with a clear Economic Priority Area; 'Increased Economic Empowerment of all Women and Girls, especially Women and Girls facing multiple and intersecting barriers and forms of discrimination';
- Samoa also has through its National Policy for Persons with Disabilities 2021-2031 a collective commitment and obligation to ensure that everyone participates in its social-political and economic development process and identifies the Private Sector as well as Civil Society sector as key sector partners in its implementation;
- Samoa has a National Action Plan (NAP)2017 -2021 for Disaster Risk Management. Strategically the outcomes and outputs articulated in the NAP align to the National Strategy for the Development of Samoa (SDS), the National Environment Sector Plan (NESP) and are reflective of Samoa's Disaster and Emergency Management Act (2007). The NAP reflects global and regional priorities articulated in the following agreements: Sendai Framework for Disaster Risk Reduction (SFDRR), Samoa Pathway Agreement and the United Nations, Sustainable Development Goals (SDG). It addresses all stages of Disaster Risk Management, with a focus on mainstreaming at the sector level. In this way, risk considerations are continually factored into planning, implementation, monitoring and evaluation. The NAP recognizes that it is only through coordinated and sustained collaboration with the key stakeholders from government, civil society, communities, the private sector and development partners stakeholders, that challenges related to Disaster Risk Management can be met.

| SAMOA CHAMBER OF COMMERCE INC (SCCI) | THE CHAMBER - NATIONAL PRIVATE SECTOR ORGANISATION |
|---------------------------------------|---|
| SDG Goals | <ul style="list-style-type: none"> ○ SDG 1 – No Poverty ○ SDG 2 – Zero Hunger ○ SDG 3 – Good Health and Wellbeing ○ SDG 4 – Quality Education ○ SDG 5- Gender Equality ○ SDG 6 – Clean Water and Sanitation ○ SDG 7 – Affordable and Clean Energy ○ SDG 8 – Decent Work and Economic Growth ○ SDG 9 – Industry, Innovation and Infrastructure ○ SDG 10 – Reduced Inequalities ○ SDG 11 – Sustainable Cities and Communities ○ SDG 12 – Responsible Consumption and Production ○ SDG13 - Climate Action and Adaptation |
| S.A.M.O.A Pathway | Resolutions 23 to 27 on sustained, sustainable, inclusive and equitable economic growth and decent work for all |
| UN Framework | <p>UN Pacific Strategy (2018-2022) Strategic Outcome 3: <i>Sustainable and Inclusive Economic Empowerment</i></p> <p>UNDP Strategic Plan (2018-2022) Outcome 3: <i>Sustainable and Inclusive Economic Empowerment. By 2022, people in the Pacific, particularly youth, women, and vulnerable groups, benefit from inclusive and sustainable economic development that creates decent jobs, reduces multidimensional poverty and inequalities, and promotes economic empowerment.</i></p> <p>ILO Samoa Decent Work Country Programme (DWCP 2017-2020): Priority 1: <i>Decent employment opportunities for all, particularly for young women and men, and inclusive of persons with disabilities.</i></p> |
| Sector Planning Outcomes | <p>Overall LED (Local Economic Development) Program Outcome: ‘Everyone, inclusive of those who are marginalized from mainstream economic activities, secure productive employment, income generating opportunities and decent work; and contribute to the reduction of poverty and sustainable and resilient economic development for all’</p> <p>Sector Programme Outcomes:</p> <p>Trade, Commerce and Manufacturing Sector – ‘Sustainable trade, commerce and manufacturing for enhanced growth and development’ (TCMS Plan 2017/18 – 2020/21)</p> <p>Training, Employment, Entrepreneurship, and Small Business Support – ‘Samoa will have a sustainable and globally competitive Micro, Small, Medium Enterprises sector that contributes to growth in GDP, employment and exports’ (MSME Policy and Strategy 2020)</p> <p>Financial Sector – ‘To enhance competitiveness of Samoa’s external sector to achieve and sustain inclusive growth and macroeconomic stability’ (FSP) National Financial Inclusion Strategy for Samoa 2017-2020 (note: under revision) - ‘Leading Samoa to Economic Prosperity’</p> <p>Public Administration Sector Plan – ‘A trusted, citizen focused public administration’ (PASP 2020/21-2024/25)</p> <p>Communications Sector - To provide citizens and government with access to appropriate, high-quality, affordable ICTs, to reduce hardship and poverty, and achieve and sustain a better standard of living</p> <p>Agriculture and Farming Sector – ‘A Sustainable Agriculture and Fisheries Sector for Food Security, Health, Prosperity, Job Creation and Resilience’ (ASP 2016-2020)</p> <p>Community Development Sector – ‘Empowering communities to lead inclusive development for a quality of life for all’ (CDSP 2021-2026)</p> <p>Tourism Sector - ‘By 2019 Samoa will have a growing tourism sector, which engages our visitors and people and is recognized as the leading Pacific destination for sustainable tourism’ (STSP 2014-2019)</p> |
| SAMOA 2040 | Tourism; Agriculture & Fishing; Digital Economy and Labour Mobility |
| SDS - NATIONAL GOALS | Macroeconomic Resilience Increased and Sustained Agriculture and Fisheries Productivity Increased |
| CHAMBER VISION & MISSION | <p>VISION - To lead business growth and innovation for Samoa</p> <p>MISSION - To advocate, strengthen and enable a sustainable business environment for our members through:</p> <ul style="list-style-type: none"> ○ strong leadership ○ effective engagement and collaboration ○ unity |
| CHAMBER END OF STRATEGIC PLAN OUTCOME | The Chamber as lead National Private Sector Organisation is Powering Business Growth |

| OUTCOME 1: Entrepreneurship and Innovation – Enable a sustainable Entrepreneurial and MSME sector that capitalizes on Digital transformation and contributes to growth in GDP | | |
|--|--|---|
| GOAL | STRATEGIES | KEY PERFORMANCE INDICATORS |
| 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 | <p>Collaborate on the reduction of administrative burdens; and improved streamlining processes and the simplification of procedures</p> <p>Work jointly to promote decent job creation, entrepreneurship, the acceleration and upgrading of Business Incubators</p> <p>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</p> <p>Promote and collaborate on the expansion of cost-effective digital infrastructure and access to digital technology</p> | <ul style="list-style-type: none"> ○ Doing Business in Samoa is more streamlined, simplified and the regulatory and compliance framework is achievable ○ Cost effective access to digital technology and infrastructure ○ Sustainable and cost-effective access and reliability to electricity ○ Annual growth rate of real GDP per capita ○ Growth of Micro, Small, and Medium Enterprises that are market driven |
| OUTCOME 2: Industry, Infrastructure and Workforce – Encourage infrastructure decisions and industry specific standards that promotes sustainable economic growth and workforce development | | |
| GOAL | STRATEGIES | KEY PERFORMANCE INDICATORS |
| Enhanced Private Sector performance through working in collaboration, improved investment opportunities; and ease of doing business that encourages economic growth | <p>Advocate for quality, reliable, sustainable and resilient infrastructure and transport systems</p> <p>Facilitate opportunities for formal employment, and participation of micro, small and medium enterprises in upskilling and on the job training</p> <p>Collaborate on any national strategy that promotes relevant skills that enable employment, decent jobs, digital innovation and entrepreneurship to future proof the work force</p> <p>Facilitate collaboration of sector specific issues; including collaboration on any National Human Resource Development Plan</p> <p>Encourage a sustained increase in productivity, product quality, value adding and marketing of products</p> <p>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</p> | <ul style="list-style-type: none"> ○ Increased industry shares of employment and GDP ○ Labour mobility opportunities that assist private sector development ○ Increased opportunities from the various value adding chains ○ Increased involvement of private sector in workforce development in service delivery and as implementers of the aligned sector plans |
| OUTCOME 3: Policy, Advocacy, Social Corporate Responsibilities and Cooperation Frameworks | | |
| GOAL | STRATEGIES | KEY PERFORMANCE INDICATORS |
| Improved engagement in advocacy, national policy dialogue, social corporate responsibility initiatives that enables strengthened private sector institutions and benefits private sector development | <p>Advocate and collaborate for increased awareness of the need for climate and disaster planning</p> <p>Advocate for multi-stakeholder partnerships, cooperation frameworks, maintenance of effective and targeted lobbying strategies</p> <p>Advocate and work together in facilitating Digital technology as an enabler for all industry</p> | <ul style="list-style-type: none"> ○ NPSO critical partner in facilitation of Heads of Commonwealth Forum SAMOA 2023 ○ Climate and disaster resilience and responsive training improved and integrated into NPSO development plan ○ Presence of the private sector on national and specific disaster and risk management national steering committees ○ Type and nature of Memorandums of Understanding |

| | 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 | <ul style="list-style-type: none"> ○ Representation on National and Sector and Technical Steering Committees and work groups that are relevant to members ○ Number of Cooperation Framework Agreements that are relevant to members ○ Participation in Donor Party roundtable forum ○ Quality and quantity of evidenced based policy submissions that are membership driven |
|--|---|---|
| ORGANISATIONAL STRENGTHENING COMPONENT - INPUTS | | |
| GOAL | STRATEGIES | KEY PERFORMANCE INDICATORS |
| To enable organisational effectiveness that is sustainable | <p>Focus on refining governance frameworks, policies and procedures</p> <p>Report on Monitoring, Evaluation, Accountability and Learning Framework</p> <p>Promote a collective voice of the private sector on important economic and social issues</p> <p>Participate in the development of SDS 2021-2026 and any new sector plans</p> <p>Develop a communication framework to enhance Public Private Partnership</p> <p>Consider options of funding support and how they should be channeled and as against the key priorities and outcome areas</p> <p>Establishment Sector specific THINK TANKS/ Technical Advisory Groups</p> <p>Review Human Resources Framework</p> <p>Leverage CRM (Customer Relationship Management) to improve data evidence positions</p> | <ul style="list-style-type: none"> ○ SCCI Focal point well established with defined roles and responsibilities ○ Full work programmes for the Office and Individual workplans including Performance appraisal systems ○ Human Resource Management and Human Resource Development training needs identified and Capacity Building Plan in place ○ Recruitment & Selection for critical project and policy roles completed ○ Sector Specific Technical Advisory Groups Terms of References endorsed and implemented ○ Fully costed Annual Work Programme ○ Have a COVID 19 response strategy ○ MEAL in place ○ Funding options and funding streams well defined according to outcome area ○ Membership satisfaction surveys ○ Advocacy and awareness ongoing ○ Policy concept notes and papers produced annually ○ Sector specific issues papers produced annually |

4. Our Programme Delivery Model



5. Our Member Commitment Statement

- ❖ We are committed to bringing our customers and members a valuable and relevant experience;
- ❖ Membership in the Chamber makes you part of a community of more than 400 members who are committed to improving Samoa's business climate and achieve its development priorities;
- ❖ We want you to belong to an open, varied, high quality business network that shares business intelligence, information, and knowledge;
- ❖ We work collaboratively with you to determine top issues and priorities and to advocate for your business needs and success;
- ❖ We work to share your business insights with decision makers at the sector and national level, so that together we can have the biggest impact;
- ❖ We will respond to your needs with urgency and ensure our services are accessible to you;
- ❖ We build and maintain the trust and confidence of our members and customers;
- ❖ We act with integrity, abiding by the highest professionalism and ethics.

6. Monitoring, Evaluation, Accountability and Learning (MEAL) FRAMEWORK

The successful implementation of this Strategic Plan will depend on how effective the Organisation is at using the monitoring, evaluation, accountability and learning (MEAL) mechanism to measure progress and assess the overall impact of the Plan. This MEAL framework will be aligned against the NPSO operational and functional mandates; and as against the relevant performance benchmarks. Importantly, this MEAL framework will also aid the National Private Sector Organisation to measure and demonstrate its overall contribution and impact on its critical outcomes areas; namely Entrepreneurship and Innovation; Industry, Infrastructure and Workforce; and Policy, Advocacy, Social Corporate Responsibilities and Cooperation Frameworks. To achieve this, the National Private Sector Organisation, will use Monitoring, Evaluation, Accountability and Learning (MEAL) processes at both strategic and operational levels.

This will enable us to:



The National Private Sector Organisation recognises that the current challenging fiscal environment requires all sectors, including ourselves, to lift productivity, be smart in our use of resources, demonstrate value for money and find innovative ways of delivering our mandate and services. We cannot make gains across our key outcome areas on our own. We often operate in challenging cultural, social, economic, and political contexts so we need to collaborate closely when required, be clear about the results that constitute success and how to achieve them. The Monitoring, Evaluation Accountability and Learning Framework is consolidated in a separate document which sets out key outcomes, strategies, activities, estimated costs, implementation and reporting responsibilities and related performance measures.

ANNEX A

SWOT ANALYSIS

Strengths

- Respected leadership
- Membership numbers
- Resilience
- Respected advice
- Recognition regionally
- Sound business advice
- COVID 19 response strategies
- Engagement and Communication
- Business Training
- Support of DP community
- Committed staff
- Experienced Executive Council

Weaknesses

- Priorities and recs that were agreed in the Mid Term Review slow to be acted upon
- Unclear the expenditure on personnel
- Possibly too Project driven to generate revenue to cover operations, personnel and overheads and risk of moving away from primary mandate found in Constitution
- Programs/Activities that were not even discussed at Mid Term Review planning retreat introduced in key work priorities
- Outdated website
- Records Management
- Project planning (difficult to find any Program Design Document)
- Weak Monitoring & Evaluation Framework / mechanisms
- Lack of Impact Reporting
- Resource constraints
- Sustainability
- Lack of a Marketing and communications plan/strategy
- Possibly trying to do too much

Opportunities

- Use current suite of national strategic documents and policies to inform high level medium to long term outcomes
- Mainstreaming of Gender Equity Social Inclusion
- Donor support
- Align to cross cutting plans/strategies and especially sector plans that can help enable the delivery of future priorities
- Look closely at Samoa MSME Policy and Strategy 2020 and Samoa Local Economic Development Framework and see where the synergies are; and also look closely at the performance indicators adopted as they are informed by Samoa's National Priorities and related SDGs.
- New national policies that address cross cutting issues such as gender mainstreaming
- Localising any relevant SDG's and SAMOA 2040 outcomes into new Strategic Plan
- Labour mobility options
- To be clear on what is achievable across the next 5 years in terms of the Chambers primary mandate– what is envisaged?
- Determine the cross-cutting roles and functions that the Chamber intends to continue with especially in terms of projects and the beneficiaries and the problem issue it hopes to address
- Be clear on what you will be monitoring
- Stay informed with the design and development of the new Agriculture and Trade, Commerce and Manufacturing Sector Plan and the new Community Development Sector Plan 2021-2025
- Project Management trainings

Threats

- Fiscal, social and economic constraints – COVID 19
- Moving heavily into projects/service delivery space – risks of duplication
- Sustainability of funding / resources
- Training gaps and skills shortages
- Political uncertainty and any transition phases can be lengthy
- Delays at National Policy Committee level
- Tenders Board restrictions
- Increases in fuel and utilities charges
- Public sector counterparts change so information and experience gaps
- Delayed sector steering committee work plans
- Donor Partners funding positions and changing Aid Modalities
- Further delays with SDS, sector plans and national policies
- Delays in Government of Samoa budget
- Natural Disasters
- Ongoing State of Emergency restrictions