SAMOA CHAMBER
OF COMMERCE & INDUSTRY INC.

POWERING BUSINESS GROWTH & INNOVATION

OUR FUNDING PARTNERS:

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SAMOA CHAMBER
OF COMMERCE & INDUSTRY INC.

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STRATEGIC PLAN
2026/27 – 2030/31

Samoa Chamber of Commerce & Industry Inc.
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OUR FUNDING PARTNERS:

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OF COMMERCE & INDUSTRY INC.

POWERING BUSINESS GROWTH & INNOVATION

STRATEGIC PLAN
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Strategy Statement

I am pleased to present this Strategic Plan 2026/27–2030/31 of our Samoa Chamber of Commerce and Industry (SCCI). It articulates the Chamber's strategic development directions for the next five years. It re-affirms the Chamber's commitment to continue to serve our community through its purpose to 'act as Samoa's National Private Sector Organisation that promote the interests, 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.'

The Chamber continues to contribute to the development of the private sector through supporting our business community since its establishment in 1970s. It has a current membership of 448 business organisations. We have made significant contributions through our members and through our engagement, networks, partnerships, advocacy, policy submissions, programs, projects, and other development initiatives. However, we know the Chamber can continue to impact more through expanding and strengthening our roles to support and enable the growth of businesses and for them to become successful and generating positive outcomes and benefits for our people and community.

As such, the SCCI's mission is '**to foster inclusive and sustainable economic growth**.' Through this mission, our Chamber will contribute to its overall vision of '**powering business growth and innovation'**. To achieve the mission and vision, our key strategic outcomes as outlined in this Strategic Plan are:

- Membership and organisational capacity strengthened.
- *Pro-private sector policy outcomes enhanced.*
- *Connected and collaborative business ecosystem fostered.*

Further identified in this Strategic Plan are specific strategies and actions to be implemented to contribute towards achievement of the above strategic outcomes, mission and vision.

The SCCI is a not-for-profit and voluntary organisation. As such, we rely on our members and partners to help us with continuing and strengthening of our services and that we remain to serve our purpose and to perform our roles. We seek your support and collective efforts as members, partners and stakeholders of your Chamber so that we are able to implement and deliver on our aspirations for Samoa, as set out in this Strategic Plan.

With your collaborative support, we hope that this Strategic Plan will be implemented effectively and hence contributes to the achievement of the above vision of SCCI with expected positive outcomes and impacts on our business community in Samoa.

Faafetai tele,

Fa'asootauloa Sam Saili
President
Samoa Chamber of Commerce and Industry (SCCI)

STRATEGIC PLAN | 2026/27 - 2030/31

A BOLD VISIONARY BLUEPRINT

VISION | *Powering business growth and innovation.*

MISSION | *To foster inclusive and sustainable economic growth.*

OUR VALUES

- **I** — Inclusivity & Integrity & Innovation
- **M** — Mindful & Empathetic
- **P** — Proactive
- **A** — Accountability, Agility & Leadership
- **C** — Community-focused & Member-centered
- **T** — Trust

STRATEGIC FOCUS AREAS

1 Strengthen membership and organisational capacity

Building a robust and capable network

- Increase membership and representation of different business groups
- Strengthen service provisions for members and private sector
- Enhance institutional capacity of the Secretariat

2 Enhance pro-private sector policy outcomes

Advocating for a favourable business environment

- Ensure effective and strategic representation on key government bodies and policy making processes
- Strengthen policy submissions and advocacy to government
- Strengthen data collection, research and analysis for improved evidence-based policy submissions and advocacy
- Provide an improved unified voice for the private sector

3 Foster connected and collaborative business ecosystem

Facilitating innovation and partnerships

- Foster strategic partnerships with key stakeholders
- Build sector wide discussions on key issues and challenges concerning business
- Promote innovation and digital transformation
- Facilitate investment opportunities for foreign investments, including the diaspora

EXPECTED OUTCOMES

- Increased job creation and high business revenue turnover
- Growth in women, youth, and disability-led enterprises
- Adoption of green and sustainable practices
- Improved ease of doing business
- Stronger policy impact on productivity, new and diversified businesses

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Acronyms

BoSA	Businesses of Salafai Association
CEO	Chief Executive Officer
GEDSI	Gender Equality, Disability and Social Inclusion
ICT	Information and Communication Technology
M&E	Monitoring and Evaluation
MCIL	Ministry of Commerce, Industry and Labour
MEAL	Monitoring, Evaluation, Accountability and Learning
MSME	Micro, Small and Medium Enterprise
NGO	Non-Governmental Organisation
NPSO	National Private Sector Organisation
PDS	Pathway for the Development of Samoa
PMU	Program Management Unit
PSO	Private Sector Organisation
SAME	Samoa Association of Manufacturers and Exporters
SBS	Samoa Bureau of Statistics
SCCI	Samoa Chamber of Commerce and Industry
SDG	Sustainable Development Goal
SHHA	Samoa Hotels and Hospitality Association
SIDS	Small Island Developing State
TA	Technical Assistant
TNA	Training Needs Analysis
WEC	Women Entrepreneurs Chamber
WIBDI	Women in Business Development Inc
YEC	Young Entrepreneurs Chamber
YEP	Youth Employment Programme

1. SAMOA CHAMBER OF COMMERCE AND INDUSTRY

1.1. Our organisation and our roles

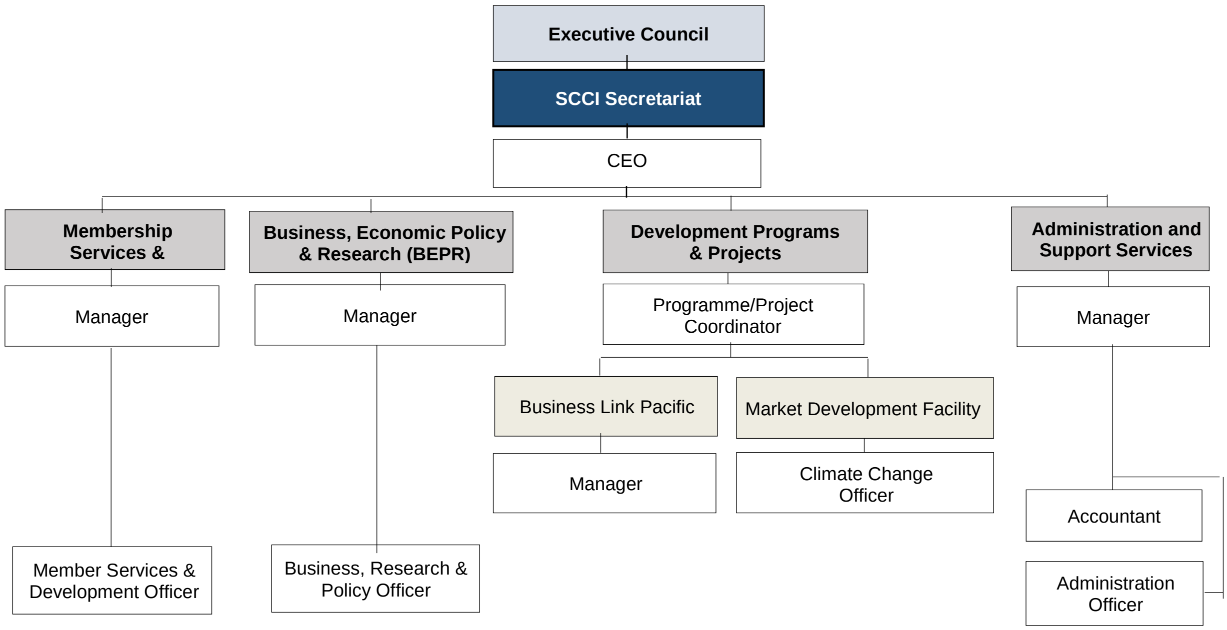
The Samoa Chamber of Commerce and Industry (SCCI) was initially formed in the 1900s (by the merchants of Apia) and took its more present form in the 1970s. The SCCI (the 'Chamber') is a non-governmental organisation (NGO) that 'act as Samoa's National Private Sector Organisation (NPSO) that promotes the interests, 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' (SCCI's primary purpose outlined in its 2000 Constitution). As per its Constitution, the objectives and purposes of the Chamber shall be:

- To act as Samoa's NPSO at the national, regional and international levels;
- To further the interests of its members and the community by formulating and effectively promoting policies which encourages the development of the private sector, procure the protection of the environment, and recognize the needs of special groups in the community;
- To promote free enterprise, trade, 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 of 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 labour, financial regulation, public sector revenue, 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 endeavour 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; and
- To promote mutually beneficial relationships with other organisations, international or otherwise, whose main objectives are similar to those of Chamber.

The SCCI has a total current membership of 448 active members. In performing its role as Samoa's NPSO, it works in partnership with other key Private Sector Organisations (PSOs), which are also members of the Chamber. The key PSOs include Samoa Association of Manufacturers and Exporters (SAME), Samoa Hotels and Hospitality Association (SHHA), Businesses of Salafai Association (BoSA), and Women in Business Development Inc. (WIBDI).

The Chamber is governed by a 14-member Executive Council elected on an annual basis (at the Annual General Meeting), serving on a voluntary basis, and meeting monthly. The Chamber's Secretariat is managed by a Chief Executive Officer (CEO) and eight (8) staff (see the SCCI's organisational structure in Figure 1 below). The Secretariat office is funded through government grant, project funding, membership fees, and in-kind support from sponsors and partners.

Figure 1: SCCI organisational structure



1.2. Our strategic linkages to national, regional and global development outcomes

Through its purpose, objectives and roles, the SCCI contributes to the progressive achievement of national, regional and global development outcomes. Samoa's current national development strategy is the Pathway for the Development of Samoa (PDS2) FY2026/27–FY2030/31, launched in June 2026. PDS2 sets Samoa's national development priorities across five Key Strategic Outcomes and twelve Key Priority Areas, and is grounded in the Samoan concept of ***'Aiga, recognising the central role of families, communities, partnerships and shared responsibility in national development'***.[i] For SCCI, the strongest alignment is with the Sustainable Economy outcome, particularly through private sector growth, business innovation, investment, exports, tourism, agriculture, manufacturing, workforce development and MSME support. However, the Chamber's role also contributes to inclusive social development, trusted governance, climate resilience, sustainable infrastructure and digital transformation. This Strategic Plan is therefore positioned as the private sector implementation, coordination and advocacy platform to support PDS2 priorities through member services, evidence-based policy advocacy, strategic partnerships, investment facilitation, digital transformation and green, sustainable business practices.

Table 1: Pathway for the Development of Samoa 2026/27–2030/31 strategic outcomes and private sector alignment

Key Strategic Outcome	Key Priority Area	Private Sector and SCCI Alignment
1. Inclusive Social Development	**KPA 1**: Public Health and Wellness **KPA 2**: Education and Culture	Promote inclusive enterprise participation and access to economic opportunities for women, youth, persons with disabilities, rural communities and emerging entrepreneurs. Support member engagement on health, education, skills, culture, social protection and

[i] The new PDS2 FY2026/27–FY2030/31 launched in June 2026 sets Samoa's national development priorities for the next 5 years. The SCCI Strategic Plan is therefore positioned as the private sector implementation, coordination and advocacy platform to support the new PDS.

		community development issues that affect workforce participation, productivity, wellbeing and business resilience.
2. Sustainable Economy	**KPA 3**: Macroeconomic Resilience **KPA 4**: Communities' Economic Empowerment **KPA 5**: Private Sector Diversification	Advance private sector growth, MSME development, business innovation, tourism, trade, manufacturing, agriculture, fisheries, investment, exports, employment creation and labour market resilience. Strengthen evidence-based advocacy on the cost of doing business, access to finance, taxation, regulation, skills, productivity, market access and export readiness. Support stronger links between national economic policy, district-level economic empowerment and practical private sector opportunities.
3. Trusted Governance, Rule of Law and Security	**KPA 6**: Social Justice **KPA 7**: Workforce Development **KPA 8**: Strategic Diplomacy and Security	Provide a unified private sector voice on transparent regulation, public administration, procurement, policy certainty, consultation, fair competition, accountability, rule of law, cyber security, border efficiency and investment confidence. Support workforce development through skills mapping, employer input into training pathways, industry engagement with the National Workforce Plan, and practical labour market solutions for both public and private sector needs.
4. Safeguarded Climate-resilient Environment	**KPA 9**: Environment Protection, Restoration and Conservation **KPA 10**: Renewable Energy Transition	Support climate adaptation, disaster preparedness, environmental compliance, resource efficiency, green business practices, waste reduction, energy resilience and renewable energy uptake across member businesses and sector associations. Advocate for practical incentives, financing options and regulatory settings that help businesses invest in energy efficiency, solar, cleaner transport, sustainable operations and business continuity planning.
5. Structured Public Works and Sustainable Infrastructure	**KPA 11**: Public Infrastructure Asset Management **KPA 12**: Digital Transformation and Innovation	Advocate for reliable transport, ports, roads, utilities, electricity, water, ICT, digital public services and resilient infrastructure that reduce the cost of doing business, improve market connectivity and support inclusive economic growth in Upolu, Savaii and rural communities. Strengthen private sector engagement on infrastructure planning, e-commerce, digital identification, service reliability, public utility performance and technology adoption.

Implementation and achievement of national priorities under PDS2 will continue to be delivered through the sector-wide approach, the national budget, sector plans, and coordinated partnerships between Government, the private sector, civil society, communities and development partners. Existing and updated 14 sector plans[ii]

[ii] Agriculture & fisheries; education; health, trade, commerce & manufacturing; environment; water & sanitation; energy; transport & infrastructure; information & communication; tourism; community & social development; law & justice; finance; & public administration.

remain important delivery vehicles for social and economic development outcomes across Samoa. The private sector remains an engine of growth of the economy, with all sectors having a private sector development focus and contribution. As Samoa's NPSO, the SCCI plays a significant role in implementation and policy feedback by consolidating member views, providing evidence-based submissions, supporting business capability, and strengthening partnerships across the public and private sectors. SCCI's contribution to national and sectoral development outcomes is outlined in Table 2 below:

Table 2: SCCI contribution to the 14 sector plans

Sector Plan	Strategic development direction	SCCI roles and contributions
1. Agriculture & Fisheries Sector Plan	• Sector vision - 'a sustainable sector for food, nutritional and income security, prosperity, wealth, and resilience'.	• Facilitate commercialised sustainable and resilient agriculture and fisheries development through private sector investment opportunities. • Influence pro private sector development policy in resilient and sustainable food, agriculture, fisheries and aquaculture systems.
2. National Environment Sector Plan	• Sector vision - Samoa's natural and built environment are well protected and resilient to natural and human-induced hazards and supporting a sustainable and healthy human population.	• Promote the mainstreaming of climate change and environment protection in private sector development initiatives. • Encourage and support the adoption of green-sustainable practices by the private sector and businesses.
3. Water & Sanitation Sector Plan	• Sector vision - access to reliable, clean and affordable water and improve sanitation at every home is part of ensuring access to safe, quality and sustainable housing.	• Support and encourage private sector policy and development initiatives aimed at improving sustainable access to reliable, clean and affordable water and sanitation.
4. Trade, Commerce and Manufacturing Sector Plan	• Sector vision - 'sustainable trade, commerce and manufacturing for enhanced growth and development'.	• Contribute to the TCMSP implementation through promoting and supporting trade, commerce and manufacturing development initiatives in the SCCI role as NPSO.
5. Energy Sector Plan	• Sector vision - 'affordable, reliable, safe and cleaner energy supply for all'.	• Energy directly affects sustainable business operations. SCCI provides a private sector voice on pro-business policies that promote affordable, reliable, safe and cleaner energy supply, including promoting renewable energy investments and energy efficiency usage.
6. Transport Sector Plan	• Sector vision - 'strengthened connectivity, with eased accessibility through secured transport services and safeguarding the resilience of our infrastructural and land developments to elevate the quality of life for all'.	• Business development depends on accessible, quality and sustainable transport, and vice versa. SCCI can influence policy making aimed at developing secured transport and infrastructure services, including private investments in the sector.
7. Information and Communication Technology Sector Plan	• Sector vision - affordable, appropriate, accessible, and secured ICT services to promote social and economic well-being and quality of life for all.	• Promote ICT development through private sector development and influencing policy making to enable more development and investment opportunities in the sector.
8. Tourism Sector Plan	• Sector vision - Samoa to be a more resilient, inclusive and green tourism destination.	• Samoa Hotels and Hospitality Association's membership of SCCI, provides a platform for the industry and sector voice on key development issues and challenges facing the sector and its key members and stakeholders.

9. Education Sector Plan	• Sector vision – all people in Samoa are educated and productively engaged.	• Provide a private sector voice on educational policy, strategies, curriculum and approaches aligning labour supply and demand needs. • Facilitate a consolidated voice on private sector skills requirements and influencing policy measures to enable attainment of those skills.
10. Health Sector Plan	• Sector vision - 'A healthy Samoa'.	• Facilitate achievement of health outcomes through promoting public private initiatives in health. • Provide a shared private sector voice on national health development strategies particularly areas where the private sector can make a significant contribution.
11. Community and Social Development Sector Plan	• Sector vision - 'communities leading inclusive development for quality of life for all'.	• Contribute to community and social development through promoting private sector investment and business opportunities at the community level.
12. Samoa Law and Justice Sector Plan	• Sector vision - 'a safe, secure, fair, just and inclusive Samoa'.	• Promote safe, secure, fair, just and inclusive private sector development initiatives through engagement with members and through policy advocacy role.
13. Finance Sector Plan	• Sector's vision - 'sustain macroeconomic stability for Samoa's resilient and inclusive growth'.	• Influence macroeconomic policy promoting resilient and inclusive growth through providing a shared private sector's voice and policy positions. • Putting forward common issues affecting business development and sustainability which also affect employment and macroeconomic growth.
14. Public Administration Sector Plan	• Sector long term outcome - 'a trusted, citizen-focused, public administration'.	• Promote business ethics. • Acting as watchdog of good governance and ethical public administration. • Advocate for services that private sector needs in terms of what a trusted, citizen-focused public administration entails.

Further, the SCCI contributes to the 17 Global Sustainable Development Goals (SDGs)[iii] (2030 Sustainable Development Agenda), particularly gender equality; affordable and clean energy; decent work and economic growth; industry, innovation and infrastructure; and reduced inequalities (SDGs 5, 7, 8, 9 and 10). The work of the SCCI in facilitating private sector development in Samoa is also aligned to the 2050 Strategy for the Blue Pacific Continent, the Pacific Regional Roadmap for Sustainable Development 2030, and the Antigua and Barbuda Agenda for Small Island Developing States (SIDS) 2024–2034.

[iii] No poverty; zero hunger; good health and wellbeing; quality education; gender equality; clean water and sanitation; affordable and clean energy; decent work and economic growth; industry, innovation and infrastructure; reduced inequalities; sustainable cities and communities; responsible consumption and production; climate action and adaptation; sustainable oceans and marine resources usage; biodiversity protection; peaceful and inclusive societies; and global partnerships.

1.3. Our strengths, weaknesses, opportunities and threats

To map the Chamber's strategic development direction, the SCCI assessed its current strengths, weaknesses, opportunities, and threats (SWOT). The SWOT analysis of the SCCI is summarised in Figure 2 below:

Figure 2: SCCI SWOT analysis

1.4. Our key strategic development issues, challenges and priorities

To reposition its strategic development direction, SCCI has identified below its strategic development issues and priorities. It is vital that SCCI highlights these for the alignment of its planned efforts and resourcing towards addressing the key strategic development issues, challenges and priorities of the organisation. These are informed by the review of the previous Strategic Plan 2021-2026 (see Review Report 2025), desk and literature review, and stakeholder consultation.

1.4.1. Increased membership and wider recognition

The SCCI is a membership and umbrella organisation for the private sector - acting as the NPSO that promotes and represents the interests and voice of the private sector. As such, its strengths, potential, resources, and capability depend on its members (that are part of the organisation and are willing to contribute to the organisation and its growth), which are the private sector businesses in Samoa. However, SCCI's current membership is only 8% of total registered businesses, which is not reflective or representative of the majority of businesses, especially for the MSMEs (micro, small and medium enterprises) that make up 90% of all businesses in Samoa. The general perception of the SCCI is that it is an elite organisation, lacking inclusivity and wide representation of businesses – with most of its existing members being large businesses/enterprises in the urban areas. Memberships of MSMEs and businesses in Savaii are limited.

The SCCI needs to be more inclusive and representative that is reflective of the majority of businesses, enterprises and industries in Samoa. This can be facilitated through expanded membership profile, wider engagement, networks, services. As such, increasing, strengthening and maintaining the number and diversity of the SCCI's membership is required as part of building and developing its wider recognition as the NPSO. The SCCI will need to strategically position itself to build, develop and diversify its membership base/profile including maintaining current memberships. This requires more dedication to strengthening membership engagement, networking, and member services, as well as more effective communication with members, partners and stakeholders. Engaging and enticing more businesses to join also requires more dedicated efforts in the promotion and visibility of its work and services – so that people know the value and benefits they can get by joining and contributing to the Chamber and its work and services.

1.4.2. Financial sustainability

The SCCI acknowledges that its financial sustainability remains a critical issue affecting its sustainable operation and services, now and into the medium to long term future. SCCI has been operating with an annual loss since 2021, with an annual deficit of around SAT$100,00 in 2023 and 2024. Also, the 45% dependence on government grant (with another 27% on project funding) makes the organisation vulnerable to external factors and to single funding source changes. Membership financial contributions remain low (reflecting low member number) contributing to only 1% of total revenue. Revenue from other self-generating sources, including those from donations and sponsorships, comprised only 9% and 1%, respectively. The decline in project funding (from 79% in 2019 to 27% in 2023) but increase in government grant (from 4% in 2019 to 42% in 2023) appeared to correlate with the change in leadership (CEO) of the organisation over the five-year period of 2019 to 2023. The increasing dependence on government grant will need reconsideration as it can be counterproductive to the SCCI's role and ability to provide independent policy advocacy and to present apolitical views on critical national issues affecting the private sector and its development. Effective and efficient operation, administration, human resources and service delivery of the Chamber all depend on its financial viability and sustainability. The SCCI acknowledges that this is an urgent issue that it needs to address now and into the future.

1.4.3. Capacity

The Chamber continues to face capacity constraints, which are self-evident with only nine existing staff - three core positions are vacant including the CEO role. This small number of staff deal with an ongoing expanded mandate/portfolios - handling increasingly complex responsibilities – of over 15 policy consultations and positions; representations on government bodies and forums including those at the regional and international levels; providing services to members, stakeholders and partners; project management and implementation; and internal office administration (planning, policy development, research, data collection and analysis, reporting, servicing council, etc.). The work areas (climate change, digital economy, trade, taxation, labour and employment, energy, infrastructure, gender, social inclusion, etc.) that the SCCI is involved with are becoming increasingly complex in the technicalities of the tasks involved and the skill sets required to perform those tasks. They involved, for instance, research and analysis; policy papers and position statements; project management and implementation; monitoring and evaluation; and strategic engagement, coordination and partnerships. This requires specialist expertise that the SCCI does not yet have, and such expertise will need to be sourced from outside the SCCI.

To better position itself as the Chamber for the business sector in Samoa, the SCCI needs to build its capacity, credibility and reputation in terms of the scope and quality of its work, services and engagement. The quality of an organisation including its operational effectiveness, efficiency, sustainability and reputational credibility, depends on, and is reflective of, its human resources, technical and operational capability. This capacity also means that the SCCI as an organisation must have the financial and capital resources and up-to-date administrative systems (policies, processes, procedures, technologies, etc) to function properly and to improve and expand its operations, services, and programs. This will also help partners and funders to have confidence that the SCCI has the required governance, leadership and administrative systems to effectively and efficiently manage the resources given to them to effect change and make a positive impact on the private sector and local community.

1.4.4. Relevance and value-adding

The SCCI is providing a voice (through engagement, representation, consultations, policy positions, etc) on key national issues and matters of greater importance to private sector – e.g. tax, fees and charges; energy and infrastructure costs; labour mobility; foreign investment; regulatory policies (e.g. alcohol, business registration requirements, and business legislation); national ID; and others. Positively influencing national policy and decisions affecting and advancing private sector development is where the SCCI will continue to enhance and maintain its continued relevance and value to private sector, government and partners. The SCCI has the potential to further improve on the undertaking of this role which could potentially impact more on businesses supporting private sector and employment growth and Samoa's economic development. These influences and impacts should be across all development sectors and industries. At the same time, the Chamber should be able to provide quality services that members or private sector entities need - such as training and capacity development (e.g. soft and technical skills, financial literacy, grant management, access to funding, entrepreneurship support and coaching, etc.), as well as networking, knowledge sharing, and other services tailored to the needs of businesses in Samoa. The SCCI acknowledges that to strengthen its performance in these areas, it needs to build its capacity, increase/improve its membership; strengthen its strategic and operational links, partnerships; and improve advocacy for increased strategic influence on key private sector and businesses development policy issues through policy and programming interventions, now and into the future.

2. OUR STRATEGIC DIRECTION

2.1. Our values and principles

IMPACT - encompasses all the core values and principles of the SCCI. IMPACT also guides our operation and Strategic Plan development and implementation. IMPACT stands for

These themes embody the SCCI and its work and services as follows:

- ***Inclusivity, Integrity and Innovation*** – we strive to be inclusive in all our engagement, processes and decisions. We encourage entrepreneurs and all businesses (whether small, medium, large, or regardless of their status) to be part of our organisation. We will ensure that due diligence is followed through – so that integrity is observed and upheld at all times - doing the right thing is always the best judgment regardless of personal and political agendas. We also strive to be innovative in our approach, work and services so that we continue to improve the ways we operate through best practices and to strengthen our services and impacts on the business community. We aim to help businesses succeed, including giving tailored and targeted support to marginalised and vulnerable groups such as women, youth, persons with disabilities, and others living in poor conditions and isolated communities.

- ***Mindful and Empathetic*** – being mindful is showing empathy which is a value we would like to reflect – we listen and pay attention in a caring manner, especially when supporting business operators that are struggling and in need of extra support. We are mindful of the diverse needs of our members (current and future) and we show empathy by acting with compassion and with a genuine understanding of their needs and we will do what we can to support them to be successful. Being mindful and having empathy are key attributes of true leadership and shared humanity, not only through spoken words, but through actions and how we relate to others.

- ***Proactive*** – we aim to be forward thinking and driven in our approach and in the performance of our role as Samoa's NPSO. We plan and act to make changes that will help our organisation and our members, not just to react when things happen. We anticipate changes that will impact us and our business community based on experience, learning and information through our networks, and to have a positive attitude and approach to respond to unexpected changes in our operating environment. Being proactive is about building resilience and being prepared to respond when there is change, whether expected or unexpected.

- ***Accountability, Agility and Leadership*** – we are accountable to our members and business community, stakeholders and partners by staying true to our purpose. We exist to deliver on that purpose, and to be accountable for the consequences of doing so. This includes being accountable for all decisions (or indecisions), actions (or inactions), and impacts (either positive or negative) we make. Accountability is shown in how we exercise leadership in our decision-making roles and how we work and engage with members, stakeholders, and partners. We strive to portray good leadership values and to execute our responsibilities in accordance with the laws, good governance principles, and humanitarian principles and values. We aim to build our agility as an organisation – to be able to adapt effectively and in a timely manner to changes and opportunities requiring us to remain flexible, customer-focused, collaborative, accommodating, and adaptative.

- ***Community-focused and Member-centred*** – we are passionate about serving our members and community, based on our firm belief in the common good. We strive to maintain this focus at all times – we exist to serve our members and to make an impact on our community. We strive to be action-oriented and are dedicated to responding to the needs of our members. If we cannot provide a solution, we will direct them to resources that may help them. We consider what is in the best interest of our members and community through our services, programs and projects, advocacy, and engagement with everyone including partners and stakeholders - locally, regionally and internationally.

- ***Trust*** – we aim to uphold the trust and credibility that we have built over many decades. We do this by ensuring accountability, integrity, honesty, transparency and responsiveness to the needs of our members and community we serve. Building trust is about being truthful with members, stakeholders and partners about what we can and cannot do and genuinely seeking the support we need to improve. It is also about making information available and ensuring that information is accurate, easily accessed, understood and used to inform better understanding and needed decisions.

2.2. Our vision

VISION | *Powering business growth and innovation.*

2.3. Our mission

MISSION | *To foster inclusive and sustainable economic growth.*

2.4. Our strategic outcomes

The following strategic objectives/outcomes will contribute to the achievement of the above vision and mission of the SCCI:

Strategic outcomes 1 - Membership and organisational capacity strengthened.
Strategic outcomes 2 - Pro-private sector policy outcomes enhanced.
Strategic outcomes 3 - Connected and collaborative business ecosystem fostered.

STRATEGIC OUTCOMES 1 - Membership and organisational capacity strengthened.

Strategic outcome 1 focuses on increasing memberships and strengthening organisational capacity of the SCCI. Increasing and improving memberships, and this includes membership services are needed as a fundamental and essential developing area of the SCCI - and for SCCI to become an inclusive and effective umbrella organisation for the business community. Development of the SCCI also includes strengthening its institutional capacity and performance of its role as the NPSO.

Increasing memberships will enhance the profile, image and perception of the SCCI; and to build and maintain its credibility, networks, services, and partnerships. It is about fostering inclusivity and diversity in membership representation of the SCCI – which in itself reflect on its values and principles as a Chamber organisation (see section 2.1). The SCCI should reflect the private sector or business community that it serves. It is the mandate of the SCCI to provide the services that its members need - to support and help them become successful entrepreneurs and business operators. These services include networking, knowledge sharing, access to training and development opportunities, access to funding, and other service needs of current, new and emerging businesses.

Strategic outcome 1 further focuses on strengthening the capacity of the SCCI, which is a much-needed area of priority focus of the Chamber, now and going into the future. Capacity development will include developing the organisation's institutional capacity in human resources, financial resources, capital, technology, systems, policies, processes, information management, communication, and all other operational, administrative, governance, leadership and management functional and service areas. Improving sustainable financial and human resources development are identified as key areas requiring urgent attention from management and leadership.

The following strategies will contribute to the achievement of Strategic Outcome 1:
SO 1.1. Increase membership and representation of different business groups.
SO 1.2. Strengthen service provisions for members and private sector.
SO 1.3. Enhance institutional capacity of the Secretariat.

STRATEGIC OUTCOMES 2 - Pro-private sector policy outcomes enhanced

Strategic Outcome 2 aims to strengthen SCCI's influence on national public policy so that it impacts positively on private sector development outcomes. The private sector is the development sector of the economy, to foster and boost economic growth. As such, it is where the core impact of the SCCI's work should be seen - through the work of its members, staff, stakeholders and partners. There are numerous and complex development issues across different industries and areas of the private sector/business community (trade, tourism, ICT, retailing, manufacturing, e-commerce, banking, construction, infrastructure, energy, health, education, law and justice, agriculture, community development, climate change, taxation, customs, transport, labour, etc.) that the SCCI can strategically and positively influence, provided it has the resources and capability to continue to do so.

To strengthen the performance of such roles and for the SCCI to make more significant impacts on private sector development, the SCCI needs to strategically position itself as the NPSO that is able to put forward sound, well research, evidence-based, and well-presented policy positions, both verbal and written. The SCCI has been undertaking this role over the years, however, the performance has been inconsistent and limited in scope and effectiveness, and in most cases, reactive. Going forward, the SCCI wants to take a more proactive approach in advocating and putting forward sound and well-prepared position submissions on policy issues/matters that potentially impact private sector and business development.

To contribute to the achievement of Strategic Outcome 2, the key strategies are as follows:
SO 2.1. Ensure effective and strategic representation on key government bodies and policy making processes.
SO 2.2. Strengthen policy submissions and advocacy to government.

SO 2.3. Strengthen data collection, research and analysis for improved evidence-based policy submission and advocacy.
SO 2.4. Provide an improved unified voice for the private sector.

STRATEGIC OUTCOMES 3 - Connected and collaborative business ecosystems fostered.

The Samoa business community, interacting with the globalised and digitised business community, is an ecosystem of traders, suppliers, distributors, customers, competitors, policy makers, funders and other stakeholders — co-creating, exchanging, and maximising value and benefits for each other. The SCCI is in a position to shape and foster an enabling and resilient environment for the business ecosystem to be more connected and collaborative – and hence sharing the risks, costs, resources, strengths, insights, learnings and capabilities; navigating difficulties through collaborative and progressive efforts; co-driving innovation and growth; and making wider impacts. This requires leveraging strategic networks and partnerships; developing a deeper and shared understanding of the business environment and market trends and dynamics; promoting innovation and digital transformation; and facilitating investment opportunities.

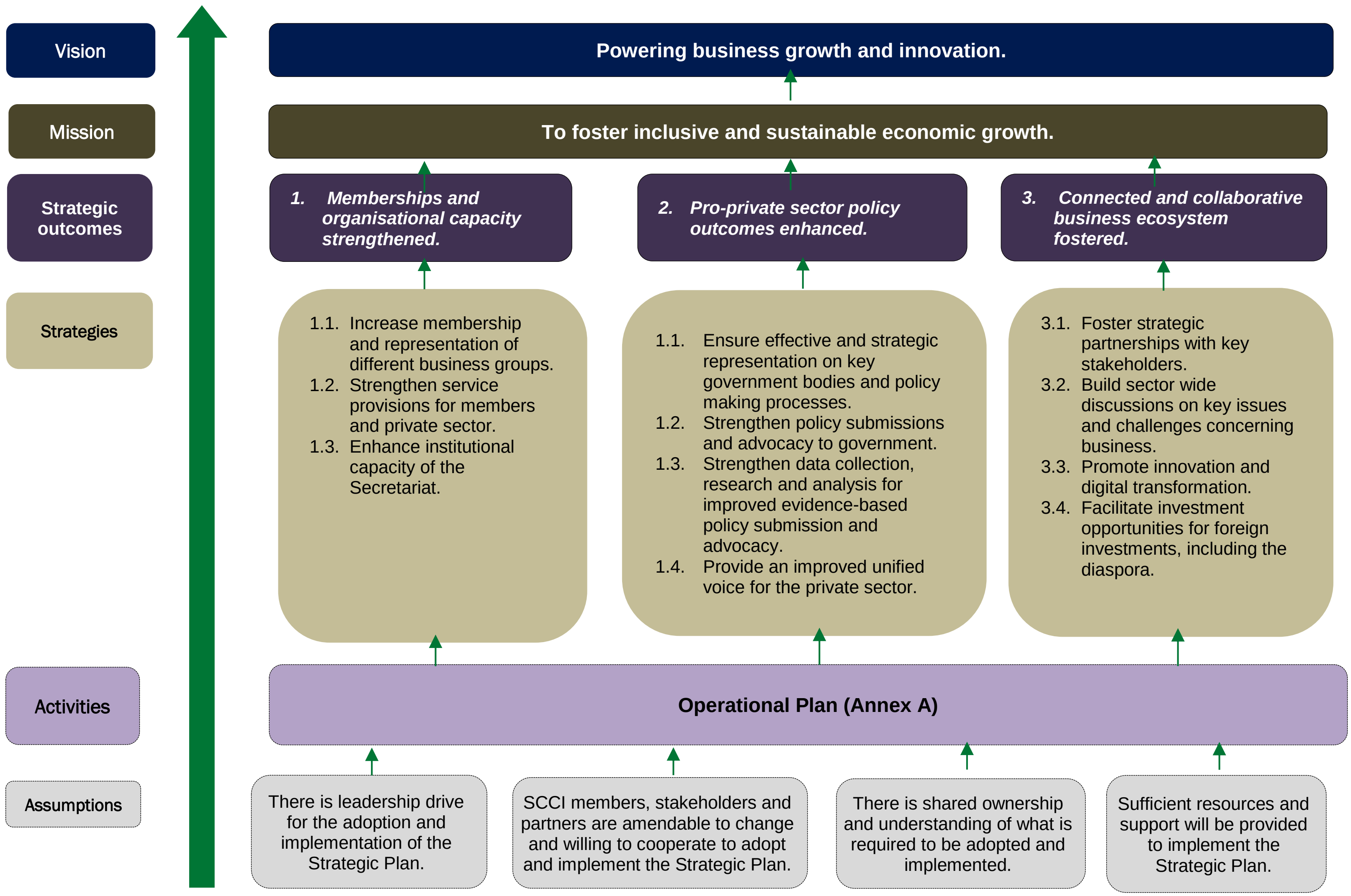
To contribute towards enhancing connected and collaborative business ecosystems in Samoa, Strategic Outcome 3 of this Strategic Plan, the SCCI will adopt the following strategies:

SO 3.1. Foster strategic partnerships with key stakeholders.
SO 3.2. Build sector wide discussions on key issues and challenges concerning business.
SO 3.3. Promote innovation and digital transformation.
SO 3.4. Facilitate investment opportunities for foreign investments, including the diaspora.

2.5. Theory of change

The Theory of Change in Figure 3 shows the linkages between the vision, mission, strategic objectives, strategies and activities (indicative), as well as the assumptions about what will be required to achieve the vision, mission and strategic objectives through the implementation of indicative activities. It presents a logical framework about the change expected to happen if this Strategic Plan is implemented effectively and efficiently within its 5-year period of 2026/27 – 2030/31.

Figure 3: Strategic plan theory of change



3. OUR OPERATIONAL PLAN

3.1. Activity implementation plan and costing

The multi-year Operational/Action Plan of the Strategic Plan is provided in **Annex A**. It details the specific activities, tasks, budgets and responsibilities for the operationalisation of the Strategic Plan during its five years (2026/27 – 2030/31) lifespan. The detailed operational plan for the first year, 2026/27 – 2027/28 is presented at Annex E.

To ensure the Strategic Plan is institutionalised in the SCCI's programs, projects and activities (in terms of the SCCI's organisational processes), the Strategic Plan and its Operational Plan must be integrated in the SCCI annual work plans and budget preparations, reviews and evaluation processes and mechanisms, and the identification, development and implementation of programs and projects.

Maintaining flexibility in implementing the Operational Plan is important for continuous learning and improvements (through regular proper monitoring and evaluation). The Operational Plan should be treated as a rolling plan that is annually reviewed, revised and adapted to ensure relevancy and taking into consideration lessons learnt from previous years' implementation progress. This should be done using the monitoring, evaluation, accountability and learning (MEAL) processes – outlined under section 3.4 below. As such, the annual operational plan in Annex E should be revised and adapted regularly based on regular monitoring, evaluation and reporting.

3.2. Governance and implementation arrangements

Leadership commitment is essential for the effective and efficient implementation of the Strategic Plan. Leadership commitment and drive for the vision and goals is important and should be shared across the Executive Council (as the governance structure of the SCCI), and its administrative arm (Secretariat) and members.

A central part of the leadership process is ensuring that all Executive Council members, Secretariat staff and members of the Chamber have a shared understanding of the vision, mission, strategic outcomes, strategies, performance indicators, and activities of the Strategic Plan. This includes having a shared understanding of the changes anticipated to take place and the respective roles that they play to implement and achieve the Plan. This includes members being able to provide regular inputs into the implementation processes during the lifespan of the Strategic Plan.

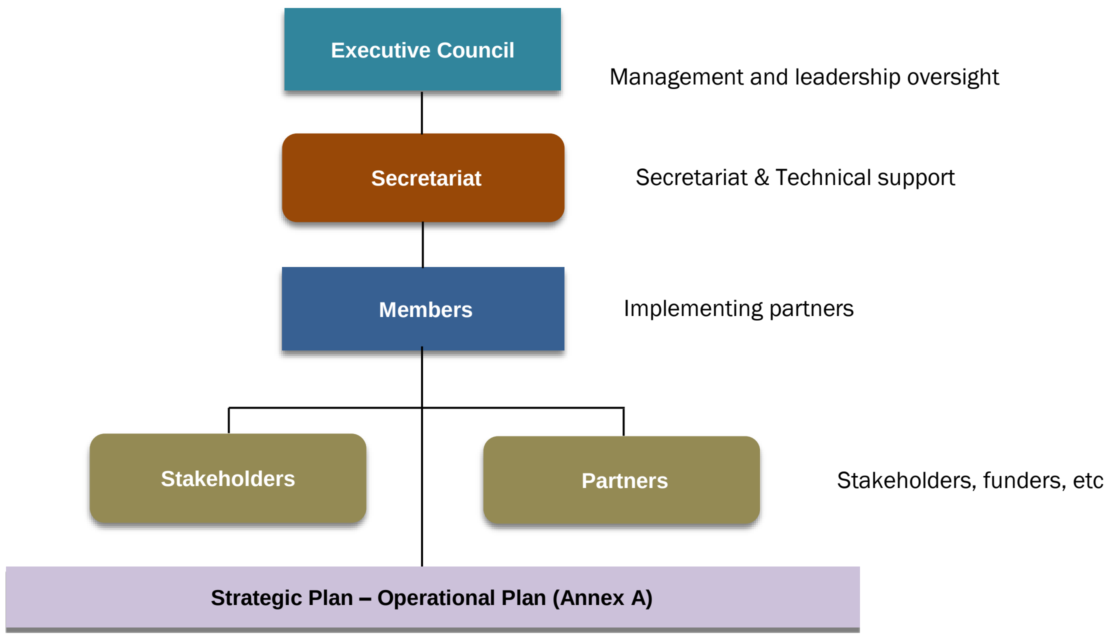
It is critical for the SCCI leadership/management to give clear directions on how it will implement the actions/activities and who is responsible for implementing each of the actions/activities outlined in the Operational Plan. This should include how those actions/activities will contribute to the achievement of SCCI's strategic objectives, mission, vision and impact. Members, partners and stakeholders need awareness of the Strategic Plan and how they can contribute to its implementation. As a not-for-profit organisation, SCCI should utilise the available expertise and capability of its willing members to assist the organisation with implementation of the Strategic Plan.

To facilitate and monitor the implementation process, the SCCI must establish governance and implementation arrangements for the Strategic Plan. The Executive Council provides strategic leadership, governance, and monitoring oversight on the adoption and implementation of the Strategic Plan and its Operational Plan.

The SCCI Performance Management System should be aligned to the Strategic Plan and Operational Plan – where there is a clear identification (through staff work and performance plans) of how staff contribute to the achievement of the Strategic Plan and Operational Plan.

The Secretariat implements, monitors and evaluates the Strategic Plan. It is responsible for the preparation and submission of monitoring and evaluation reports to the Executive Council on progress, achievements, lessons learnt and mapping the way forward for continued progress and to address any issues identified. The Strategic Plan's governance and implementation structure is in Figure 4:

Figure 4: SCCI Strategic Plan 2026/27–2030/31 governance and implementation structure



3.3. Resourcing and funding

Annex B outlines the budget for the Strategic Plan adoption and implementation over 5 years (2026/27–2030/31). Technical and financial support from development partners, government and members should be sought on the implementation of the Strategic Plan. Financing options available to implement the Plan include:

- Reallocation of existing funded initiatives and activities.
- Program and project funding from government and development partners.
- Budget allocation from government for SCCI to deliver decentralized functions and services.
- Contributions from members.
- Contribution from other organisations – local, region and global.
- Sponsorships and other voluntary contributions.
- Cost recoveries.
- Financial and technical assistance from relevant organisations – national, regional and global.

A financial projections/forecasts of the SCCI budget for the first year of the Strategic Plan is provided in Annex F. This will be revised accordingly based on the financial situation of the Chamber.

3.4. Monitoring, evaluation, accountability and learning

The indicative Monitoring, Evaluation, Accountability and Learning (MEAL) framework of this Strategic Plan is provided in **Annex C**. Further provided in Annex D is a Risk and Risk Management Framework which identifies risks involved with the implementation of the Strategic Plan and relevant remedies to address those risks. M&E and risk management will be administered and implemented by the Secretariat (see Figure 4) with strategic oversight provided by the Executive Council.

Improvements in implementation and in the development of a follow-up or subsequent Operational Plan requires the sharing of data/information on the progress of implementation and lessons learned during implementation. The collection and maintenance of accurate M&E data and information will be fundamental for the preparation of evidence-based reports documenting implementation progress of the Strategic Plan and informing improvements.

- **Annual work plan and budget:** the SCCI annual work plan and budget will serve as the primary reference documents for the purpose of monitoring the achievement of results. The SCCI Secretariat is tasked with the overall responsibility for ensuring implementation of the Strategic Plan. Strategic oversight is provided by the Executive Council. As such, it is important to ensure alignment of the Strategic Plan and annual work plan and budget of the SCCI.

- **Quarterly, sixth monthly and annual reporting:** Quarterly, sixth monthly and annual reports will be prepared by the Secretariat. Reports will be submitted to the Executive Council on a regular basis to inform the Council about achievements, highlighting progress, issues, challenges and lessons learned. The reports will include updated information and narrative summarising results against the Operational Plan, key initiatives and activities and their implementation progress, lessons learned and future plans for taking forward implementation of the Strategic Plan during its remaining timeframe.

- **Annual reviews:** Annual reviews, drawing on the progress reports, will be conducted in the fourth quarter of the year (or shortly after), to assess progress against the Strategic Plan and to review the Operational Plan for the following year. In the last year of the Strategic Plan, this review will also be a final assessment. This review is driven by the Secretariat and Executive Council and should involve member and key stakeholder feedback. The review must consider the extent to which progress is being made on the Strategic Plan. Any changes to the Operational Plan based on available resources and lessons learned should be considered at meetings of the Executive Council.

- **Mid-term** and **end-of-plan completion reviews/evaluation:** Ongoing improvements and maintaining momentum in the implementation of the Strategic Plan will require regular independent evaluation to assess progress and to map the way forward.

The implementation of the Strategic Plan is a complex area because of the required institutional changes that need to happen. As such, ongoing reflections through reviews and evaluations are critical for feedback, learning, accountability, and ongoing improvements.

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4. ANNEXES

A. Operational Plan

Vision: Powering business growth and innovation																									
Mission: To foster inclusive and sustainable economic growth																									
Strategic outcomes, strategies, and actions	**2026/27**				**2027/28**				**2028/29**				**2029/30**				**2030/31**				**Expected outputs**	**Responsible**	**Implementing partners**	**Budget (SAT$)**	**Inputs and Budget Descriptions**
	Q1	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**					
Strategic Outcome 1: Membership and organisational capacity strengthened																									
SO 1.1. Increase membership and representation of different business groups.																									
1.1.1. Review existing membership policy (structure, fees, procedures and guidelines for becoming members, benefits, communication, information sharing, etc) and develop a new/revised policy that will help facilitate an increase in numbers and improving inclusivity and diversity in memberships.	x												x								Revised/new Membership Policy	Secretariat to facilitate implementation, EC to provide input, review and endorsement.	Members and non-members.	70,000	implementation costs, TA if needed
1.1.2. Entice more MSMEs and marginalised business groups (e.g. women, youth, persons with disabilities, other vulnerable groups) to become members.		x	x	x		x	x	x		x	x	x		x	x	x		x	x	x	Increase in membership, including MSMEs and marginalised groups.			50,000	implementation costs
1.1.3. Conduct a survey every two years to seek feedback of members and non-members to inform strategies and activities on how the SCCI could improve memberships and engagement with members.				x								x									Survey report to Executive Council			50,000	implementation costs, TA if needed
1.1.4. Develop and implement a Communication, Promotion and Marketing Strategy considering effective platforms (social media tools - Podcasts, Ads Blogs, V-	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Communication, Promotion & Marketing Strategy endorsed and implemented.			100,000	implementation costs, TA if needed

log, Reels, TikTok, etc.) and targeting different audiences - politicians, influential leaders/speakers, youth, diaspora, etc.																								
1.1.5. Facilitate the inclusion of representatives of different business groupings in the Executive Council - including representation of Savaii and other rural communities, youth, persons with disabilities, and that there is gender balance and inclusivity in the Council.		x				x				x				x				x			As reflected in Executive Council members	Secretariat to facilitate implementation, EC to provide input, review and endorsement.	Members and non-members	50,000	implementation costs
1.1.6. Revive the Young Entrepreneurs Chamber (YEC) including having a youth member on the Executive Council.		x				x				x				x				x			YEC in operational with reports to Executive Council.			50,000	implementation costs
1.1.7. Include in the anticipated Review of the Chamber Constitution needed amendments to enable the proposed changes in memberships and representations.			x	x																	As reflected in the revised Constitution.				
SO 1.2. Strengthen service provisions for memberships and private sector.																								
1.2.1. Establish through annual general meetings and other forums the types, nature, and scope of services that the Chamber should provide based on available resources.	x				x				x				x				x				As per meeting outcome papers	Secretariat to facilitate implementation, EC to provide input, review and endorsement.	Members and non-members.		
1.2.2. Revive the sub-committees structure to support the identification and implementation of initiatives to strengthen service provisions, and to enable performance of their roles as sector think tank members.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	As per Secretariat reports			100,000	implementation costs
1.2.3. Ensure improvements in membership services provided and monitor the	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	As per Secretariat reports			100,000	implementation costs

impacts of services rendered. Key improvement areas include, but are not limited to, the following: - sponsored monthly meetings - membership information, engagement & communication - membership profile database - membership promotion and marketing - membership benefits, obligations and expectations																									
1.2.4. Develop an annual members' training and network strategy/plan and a annual calendar of training programs and networking events/initiatives as part of the SCCI annual plan.			x	x			x	x			x	x			x	x			x	x	Strategy/plan developed and implemented. Calendar approved and followed.			50,000	implementation costs, TA if needed
1.2.5. Ensure effective implementation of identified training programs and networking events/initiatives.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	As per Secretariat reports			100,000	implementation costs
1.2.6. Monitor and evaluate impacts of training and networking initiatives and utilise monitoring and evaluation findings to inform improvements in training and networking initiatives.			x				x				x				x				x		As per Secretariat reports				
1.2.7. Carry out a training needs analysis (TNA) every two years to ensure training and networking opportunities provided remain relevant to the needs of members and business community.				x				x				x				x				x	TNA report			50,000	implementation costs
1.2.8. Facilitate required accreditation of the Chamber's training programs.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Accreditation information/records			100,000	implementation costs

SO 1.3. Enhance institutional capacity of the Secretariat.																									
1.3.1. Strengthen human resources capacity.																									
1.3.1.1. Implement the proposed organisational structure to ensure the Secretariat is staffed with the right people with the required skills to perform its roles and that all core positions are filled/occupied.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	HR Reports to Executive Council.	Secretariat to facilitate implementation, EC to provide input, review and endorsement.	Members and partners.		
1.3.1.2. Provide trainings and other capacity development initiatives for Secretariat staff and Council members based on identified capacity needs and gaps in development areas of the Chamber.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Training and Capacity Development Reports to Executive Council			100,000	implementation costs
1.3.2. Strengthen financial capacity.																									
1.3.2.1. Explore possible chamber models for the SCCI considering pros and cons and what is suitable for the local context.	x	x	x	x																	Reports to Executive Council	Secretariat to facilitate implementation, EC to provide input, review and endorsement.	Members and partners.	50,000	implementation costs
1.3.2.2. Develop and implement a financial strategy for the Chamber addressing financial sustainability issues.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Financial strategy endorsed and implemented.			50,000	implementation costs
1.3.2.3. As part of 1.3.2.2, develop and implement revenue diversification initiatives including tiered membership model, develop fee-for-service products, and systematise sponsorship packages.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Financial Reports to Executive Council				
1.3.3. Strengthen policy, governance and operational systems.																									
1.3.3.1. Ensure all required policies, procedures and guidelines (and are consolidated as manuals) covering all functional, service and work areas of the Chamber are in place and are up to date.	x	x			x	x			x	x			x	x			x	x			As per policy documents of the SCCI	Secretariat to facilitate implementation, EC to provide input, review and endorsement.	Members and partners.	50,000	implementation costs

1.3.3.2. As part of 1.3.3.1, conduct a full review of the Constitution to ensure it is up to date and to reflect needed key organisational reforms/changes.	x	x			x	x			x	x			x	x			x	x			Revised Constitution			50,000	implementation costs
1.3.3.3. Ensure operational systems, technologies and tools are in place and remain up to date.																					M&E Reports to Executive Council				
1.3.4. Strengthen planning capacity.																									
1.3.4.1. Ensure the SCCI has an annual planning and budgetary processes in place and are operational.			x	x			x	x			x	x			x	x			x	x	Annual plan and budget published				
1.3.4.2. Ensure implementation of the strategic plan through integrated annual planning, budget, monitoring and evaluation processes as well as through programs and projects design and implementation.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Implementation and M&E reports	Secretariat to facilitate implementatio n, EC to provide input, review and endorsement	Members and partners.	50,000	M&E costs
1.3.5. Strengthen program and project management and implementation capacity																									
1.3.5.1. Active the program management unit (PMU) as per revised organisational structure.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Reports of the PMU to Executive Council				
1.3.5.2. Seek diversified project funding addressing current, emerging and cross-cutting issues (climate change, GEDSI, digital transformation, and key areas of private sector and business development) through membership services and engagement.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Project reports to Executive Council	Secretariat to facilitate implementatio n, EC to provide input, review and endorsement	Members and partners.	300,000	estimated project funding to be sought and made available
1.3.5.3. Strengthen effective and efficient project/program management, implementation, monitoring and evaluation.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Project reports to Executive Council				costs covered under 1.3.5.2
indicative Budget for Strategic outcome 1.																								**1,520,000**	

Strategic Outcome 2: Pro-private sector policy outcomes enhanced.																									
SO 2.1. Ensure effective and strategic representation on key government bodies and policy making processes.																									
2.1.1. Maintain active and effective representation and seek additional representation as needed to ensure the voice of the private sector is provided on all key national policy issues impacting on them.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Secretariat Reports to Executive Council		Members and partners.	50,000	administrative costs
2.1.2. Establish MOUs with government agencies to clearly outline nature and scope of the SCCI representations, engagement, involvement, partnerships and service delivery provisions in light of public policy and development initiatives for the private sector.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Number and scope of MOUs signed and executed	Secretariat to facilitate implementation, EC to provide input, review and endorsement	Members and partners.	50,000	administrative costs
2.1.3. Seek regular feedback from government on how the SCCI can improve its contribution to policy making processes through its representation.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Secretariat Reports to Executive Council		Members and partners.	50,000	implementation costs
SO 2.2. Strengthen advocacy and policy submissions on key national issues affecting private sector development.																									
2.2.1. Ensure ongoing engagement with government, through regular meetings/forums such as: - 'State of the Nation' meeting with PM - Business Luncheon (of SCCI, government and key partners) - Pre/Post Budget Breakfast Dialogue. - Follow-up meetings with key government agencies such as Ministers/CEO of Finance and MCIL, and with others as identified. - Investment Forum - etc	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Secretariat Reports to Executive Council	Secretariat to facilitate implementation, EC to provide input, review and endorsement	Members and partners.	50,000	administrative costs

2.2.2. Ensure proper preparation of policy submissions informed by research, consultation, analysis, and expert inputs.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Number of policy submissions		Members and partners.	100,000	implementation costs
2.2.3. Ensure follow ups on advocacy and submissions and monitor policy impacts.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Submissions and M&E reports		Members and partners.		
SO 2.3. Strengthen data collection, research and analysis for improved advocacy and evidence-based policy submissions.																									
2.3.1. Ensure full capacity of using Qualtrics.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Update Reports on Qualtrics		Members and partners.	200,000	administrative costs
2.3.2. Strengthen research and analytical capacity.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Research and analytical reports	Secretariat to facilitate implementation, EC to provide input, review and endorsement	Members and partners.	100,000	implementation costs
2.3.3. Establish MOU with Samoa Bureau of Statistics (SBS) to facilitate shared research, data collection and data usage.			x	x			x	x			x	x			x	x			x	x	MOU signed and executed		Members and partners.	50,000	administrative costs
2.3.4. Improve records keeping as well as information and knowledge management.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Update Reports to Executive Council		Members and partners.	50,000	implementation costs
SO 2.4. Provide an improved unified voice for the private sector.																									
2.4.1. Conduct an annual compilation of all PSOs issues utilising think tanks, surveys and other methods.			x				x				x				x				x		Update Reports			50,000	implementation costs
2.4.2. Ensure a unified voice for the private sector is reflected in advocacy and policy submissions.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	As reflected in submissions made	Secretariat to facilitate implementation, EC to provide input, review and endorsement	Members and partners.	50,000	implementation costs
2.4.3. Provide feedback to members on how their collective voice is presented on policy issues including the impacts of their voice.				x				x				x				x				x	Reports to Executive Council			50,000	implementation costs

2.4.4. Seek diversified project funding to support and enable SCCI to influence pro-private sector policy outcomes.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Project reports to Executive Council			700,000	estimated project funding to be sought and made available
Indicative Budget for Strategic outcome 2.																								**1,550,000**	
Strategic Outcome 3: Connected and collaborative business ecosystem fostered																									
SO 3.1. Foster strategic partnerships with key stakeholders.																									
3.1.1. Strengthen collaboration with other chambers, at the regional and international levels.	x				x				x				x				x				Update Reports to Executive Council		Members and partners.	50,000	administrative costs.
3.1.2. Strengthen collaboration with other PSOs, key stakeholders and development partners, including partnerships between and amongst PSOs and businesses.		x	x	x		x	x	x		x	x	x		x	x	x		x	x	x	Update Reports to Executive Council	Secretariat to facilitate implementation, EC to provide input, review and endorsement	Members and partners.	50,000	administrative costs.
3.1.3. Revive the 'Business Awards' Initiative.				x				x				x				x				x	Report on the Annual Business Awards Event.		Members and partners.	100,000	implementation costs
SO 3.2. Build sector wide discussions on key issues and challenges concerning business.																									
3.2.1. Facilitate the conducting of key events such as the Trade Fair and 2 Samoa Talks.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Reports on Key Events		Members and partners.	50,000	implementation costs
3.2.2. Hold think tanks and sector forums to deliberate on sector/industry issues and challenges as well as proposed solutions and actions.				x																	Think tank reports/submissions	Secretariat to facilitate implementation, EC to provide input, review and endorsement	Members and partners.	50,000	implementation costs
3.2.3. Commission independent research tasks/surveys to seek honest/frank views of the wider private sector on key issues, challenges and needed solutions and actions.	x	x	x	x		x	x	x		x	x	x		x	x	x		x	x	x	Research/survey reports		Members and partners.	50,000	implementation costs

3.2.4. Utilise social media and other digital platforms to facilitate wide discussions and feedback on issues and challenges concerning businesses.		x	x			x	x			x	x			x	x			x	x		As per social media and digital platforms of the SCCI		Members and partners.	50,000	implementation costs
SO 3.3. Promote innovation and digital transformation.																									
3.3.1. Revive youth programs - internships, e-youth hub, co-labs, accelerator, mentoring (e.g. humming bird and MDF), etc.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Activity and M&E Reports		Members and partners.	200,000	administrative costs
3.3.2. Collaborate with other PSOs and key stakeholders on the establishment of a business incubator in Samoa.	x	x	x	x		x	x	x		x	x	x		x	x	x		x	x	x	Update Reports to Executive Council	Secretariat to facilitate implementation, EC to provide input, review and endorsement	Members and partners.	50,000	administrative costs
3.3.3. Facilitate the adoption of key innovation and digital transformation through member and stakeholder engagement and project/program design and implementation.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Update Reports to Executive Council		Members and partners.	50,000	administrative costs
3.3.4. Consider establishment of a business accelerating program	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Program considered, designed and in progress		Members and partners.	100,000	implementation costs
SO 3.4. Facilitate investment opportunities, including targeting the diaspora.																									
3.4.1. Facilitate a climate for positive dialogue and interests of members and stakeholders on potential key investment opportunities for Samoa.		x	x			x	x			x	x			x	x			x	x		Update reports on investment opportunities discussed		Members and partners.	50,000	administrative costs.
3.4.2. Collaborate with members, government and other key stakeholders on how to encourage investment opportunities in Samoa.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Update reports on investment opportunities discussed	Secretariat to facilitate implementation, EC to provide input, review and endorsement	Members and partners.	50,000	administrative costs
3.4.3. Identify and facilitate initiatives and opportunities for fostering investments of the diaspora.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Update reports on investment opportunities discussed		Members and partners.	50,000	administrative costs

3.4.4. Hire influencers to send out key messages regarding investment opportunities.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Update reports on investment opportunities discussed		Members and partners.	50,000	Implementation costs
3.4.5. Seek project funding to support SCCI's initiatives facilitating investment opportunities.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Project reports to Executive Council		Members and partners.	700,000	estimated project funding to be sought and made available
Indicative budget for Strategic outcome 3.																								**1,700,000**	
GRAND TOTAL																								**4,770,000**	

B. Budget of the Strategic Plan 2026/27–2030/31

Vision: Powering business growth and innovation Mission: To foster inclusive sustainable economic growth						
Strategic outcomes, strategies, and actions	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**Total**
Strategic outcome 1: Membership and organisational capacity strengthened	**304,000**	**304,000**	**304,000**	**304,000**	**304,000**	**1,520,000**
SO 1.1. Increase membership and representation of different business groupings.	74,000	74,000	74,000	74,000	74,000	370,000
SO 1.2. Strengthen service provisions for memberships and private sector.	100,000	100,000	100,000	100,000	100,000	500,000
SO 1.3. Enhance institutional capacity of the Secretariat.	130,000	130,000	130,000	130,000	130,000	650,000
Strategic Outcome 2: Pro-private sector policy outcomes enhanced.	**310,000**	**310,000**	**310,000**	**310,000**	**310,000**	**1,550,000**
SO 2.1. Ensure effective and strategic representation on key government bodies and policy making processes.	30,000	30,000	30,000	30,000	30,000	150,000
SO 2.2. Strengthen advocacy and policy submissions on key national issues affecting private sector development.	30,000	30,000	30,000	30,000	30,000	150,000
SO 2.3. Strengthen data collection, research and analysis for improved advocacy and evidence-based policy submissions.	80,000	80,000	80,000	80,000	80,000	400,000
SO 2.4. Provide an improved unified voice for the private sector.	170,000	170,000	170,000	170,000	170,000	850,000
Strategic Outcome 3: Connected and collaborative business ecosystem fostered	**340,000**	**340,000**	**340,000**	**340,000**	**340,000**	**1,700,000**
SO 3.1. Foster strategic partnerships with key stakeholders.	40,000	40,000	40,000	40,000	40,000	200,000
SO 3.2. Build sector wide discussions on key issues and challenges concerning business.	40,000	40,000	40,000	40,000	40,000	200,000
SO 3.3. Promote innovation and digital transformation.	80,000	80,000	80,000	80,000	80,000	400,000
SO 3.4. Facilitate investment opportunities, including targeting the diaspora.	180,000	180,000	180,000	180,000	180,000	900,000
GRAND TOTAL	**954,000**	**954,000**	**954,000**	**954,000**	**954,000**	**4,770,000**

C. Monitoring, Evaluation, Accountability and Learning (MEAL) Framework

Vision: **Powering business growth and innovation**.
Mission: **To foster inclusive and sustainable economic growth**.
Strategic outcomes:
1. ***Membership and organisational capacity strengthened.***
2. ***Pro-private sector policy outcomes enhanced.***
3. ***Connected and collaborative business ecosystem fostered***

Indicators	**Baseline (2025)**	**Targets (2030/31)**	**Means of verification**
Outcome level			
– Increase in job creation	NA	10%	Survey – e.g Business Confidence Survey (BCS)
– Revenue turnover of businesses	SAT$1,000	10% increase	Survey – e.g Business Confidence Survey (BCS)
– # of businesses run by women, youth, persons with disabilities (disaggregated by GEDSI)	NA	50% of businesses	SCCI and MCIL data
– # of businesses adopting green-sustainable practices	NA	30% of businesses	MNRE data
– Ease and cost of doing business	Ranked 98 (out of 190 countries) Scored 62.1 (out of 100)[4]	96 65	World Bank data, BCS
– Impacts of changes in policies on business productivity and new and diversified businesses	NA	60%	BCS
Output level			
Strategic outcome 1: Membership and organisational capacity strengthened.			
– Members' perception of SCCI	NA	60% positive	Survey
– Number of memberships	8% of registered businesses	15%	SCCI administrative data
– Diversity rate of membership *(disaggregated – sector, sub-sector, industry, location, type of business, gender, age, etc)*	15%	30% (90% are MSMEs)	
– Inclusivity rate of SCCI	NA	40%	

[4] https://archive.doingbusiness.org/en/rankings.

– # of sub-committees/think tanks set-up/established, scope of participation in think tanks	NA	5 established 60% rate of participation	
– # of network events	NA		
– # of training and other capacity development initiatives delivered	NA		
– Trainings and other capacity development initiatives well received by members	NA		
– # of vacant positions in the Secretariat Office	4	0	
– Annual staff turnover rate	40%	10%	
– Financial sustainability of the SCCI	6 (out of 10)	8 (out of 10)	SCCI administrative data
– Implementation rate of Strategic Plan	3 (out of 5)	4 (out of 5)	
– Implementation effectiveness and efficiency of projects/programs	NA	8 (out of 10)	
– Scope of projects secured and implemented	3	5	
– Impact of services on members and business community	NA	TBC	
– # of people accessing SCCI website/digital metrics, subscribers,	NA	TBC	
– # of people coming to SCCI office	NA	TBC	
Strategic outcome 2: Pro-private sector policy outcomes enhanced.			
– # of govt bodies SCCI has a seat/representation	10	15	SCCI administrative data
– # and scope of MOUs signed and executed	2	5	
– # of regional and international bodies where SCCI has representation	1	3	
– Government perception of SCCI	NA	8 (out of 10)	
– # of engagement meetings with government	10 annually	20 annually	
– # of policy submissions endorsed by PSO members	15	20	
– # of policy submissions considered by government	10	15	
– # of sectoral surveys and research products/outputs/knowledge products	10	20	
– Government consultation, forums, discussions, etc attended and with positions, views and perspectives provided.	20 annually	30 annually	
Strategic outcome 3: Connected and collaborative business ecosystem fostered			
– # and types of partnerships	5	7	SCCI administrative data
– # and types of collaboration	3	5	
– Participation rate of members in meetings, think tanks, surveys, etc	40%	60%	

– # of Business Awards events implemented.	0	5	
– # of private sector events/forums, conferences, etc completed	0	10	
– # of youth entrepreneurial programs implemented	0	5	
– # of youths getting jobs under the internship program – rating of job matching	NA	70%	
– Participation rate at career day events – e.g., NUS, schools, USP, etc	NA	5	
– # of Initiatives targeting labour mobility for diaspora, RSE workers, overseas labour market – employment, reintegration, skills utilisation, training, etc	NA	10	
– # and scope of investment opportunities facilitated	NA	10	

NA – not available. TBC – to be confirmed.

D. Risk and Risk Management Framework

#	Description	Type (P, E, F, S, O)	Impact (1 to 5)	Probability (1 to 5)	Measures for mitigation
1	No secretariat office	F	5	3	Active revenue generation Hire a CEO
2	Staff turnover	F and O	5	4	Active revenue generation Hire a CEO
3	Uncertainty and continuity in project funding	F, S, O	5	4	Improve SCCI visibility, more BLP like investments Improve self-reliance, more partnerships, strengthening partnerships with govt and partners; integration of projects/programs into core functions of SCCI
4	Inability to recruit qualified staff	F and O	5	4	Strengthening financial capability, seek and utilise members' expertise and voluntary support of members
5	Member resistance to change	F, S, O	4	2	Strengthen engagement with members and non-members.
6	Technology barriers	F and O	3	2	Utilise existing available technology, strengthening financial capability to enable adoption and upgrade of technology
7	Reputational risk of plan failure	F, S, O	3	3	Capacity building of Secretariat and Executive Council, utilise members' expertise and voluntary support of members to implement the plan.
8	Competition from other PSOs	S and O	3	3	Strengthen engagement with other PSOs, view and regard other PSOs as partners and seek their inclusion in the SCCI membership.
9	Changing in political stability and agenda	P	5	2	Strengthen relationship with government
10	Geopolitics influencing policies for private sector businesses (e.g., correspondent banking, China belt road)	P, S	3	3	Strengthen involvement in PIPSOs and other regional and international affiliation
11	Climate/disaster impacts	E, F, S, O	4	3	Mainstream disaster and climate change into strategies and operations of the Chamber.

Type of risk: *P - Political, E - Economic, F - Financial, S - Strategic, O – Operational*

Severity/Impact of the risk: *Severe – 5, Major – 4, Significant - 3, Minor – 2, Insignificant - 1*

Probability of the risk happening: *Almost certain – 5, Likely – 4, Moderate – 3, Unlikely – 2, Rare – 1*

E. First year (2026/27–2027/28) detailed Operational Plan

Vision: Powering business growth and innovation. Mission: To foster inclusive and sustainable economic growth.									
Strategic outcomes, strategies, and actions	**Timelines**				**Expected outputs**	**Responsible**	**Implementing partners**	**Budget (SAT$)**	**Inputs and Budget Descriptions**
	Q1	**Q2**	**Q3**	**Q4**					
Strategic outcome 1: Membership and organisational capacity strengthened.									
SO 1.1. Increase membership and representation of different business groupings.									
1.1.1. Review existing membership policy (structure, fees, procedures and guidelines for becoming members, benefits, communication, information sharing, etc) and develop a new/revised policy that will help facilitate an increase in numbers and improving inclusivity and diversity in memberships.	x				Revised/new Membership Policy			14,000	consultation, TA cost (if needed)
1.1.2. Entice more MSMEs and marginalised business groups (e.g. women, youth, persons with disabilities, other vulnerable groups) to become members.		x	x	x	Increase in membership, including MSMEs and marginalised groups.			10,000	consultation, advertising, networks
1.1.3. Conduct a survey every two years to seek feedback of members and non-members to inform strategies and activities on how the SCCI could improve memberships and engagement with members.				x	Survey report to Executive Council			10,000	survey design and roll-out, TA if needed
1.1.4. Develop and implement a Communication, Promotion and Marketing Strategy considering effective platforms (social media tools - Podcasts, Ads Blogs, V-log, Reels, TikTok, etc.) and targeting different audiences - politicians, influential leaders/speakers, youth, diaspora, etc.	x	x	x	x	Communication, Promotion & Marketing Strategy endorsed and implemented.	Secretariat, EC to provide input, review and endorsement	Members and non-members.	20,000	consultation, design, TA if needed
1.1.5. Facilitate the inclusion of representatives of different business groupings in the Executive Council - including representation of Savaii and other rural communities, youth, persons with disabilities, and that there is gender balance and inclusivity in the Council.		x			As reflected in Executive Council members			10,000	consultation, administration costs, networks
1.1.6. Revive the Young Entrepreneurs Chamber (YEC) including having a youth member on the Executive Council.		x			YEC in operational with reports to Executive Council.			10,000	consultation, administration costs
1.1.7. Include in the anticipated Review of the Chamber Constitution needed amendments to enable the proposed changes in memberships and representations.			x	x	Revised Constitution.				consultation, TA cost (if needed)
SO 1.2. Strengthen service provisions for memberships and private sector.									
1.2.1. Establish through annual general meetings and other forums the types, nature, and scope of services that the Chamber should provide based on available resources.	x				As per meeting outcome papers	Secretariat, EC to provide input, review and endorsement	Members and non-members	-	
1.2.2. Revive the sub-committees structure to support the identification and implementation of initiatives to strengthen service provisions, and to enable performance of their roles as sector think tank members.	x	x	x	x	As per Secretariat reports			20,000	think tanks administration costs

1.2.3. Ensure improvements in membership services provided and monitor the impacts of services rendered. Key improvement areas include, but are not limited to, the following: - sponsored monthly meetings - membership information, engagement & communication - membership profile database - membership promotion and marketing - membership benefits, obligations and expectations	x	x	x	x	As per Secretariat reports			20,000	think tanks administration costs
1.2.4. Develop an annual members' training and network strategy/plan and a annual calendar of training programs and networking events/initiatives as part of the SCCI annual plan.			x	x	Strategy/plan developed and implemented. Calendar approved and followed.			10,000	consultation, TA cost (if needed)
1.2.5. Ensure effective implementation of identified training programs and networking events/initiatives.	x	x	x	x	As per Secretariat reports			20,000	training and networking events costs
1.2.6. Monitor and evaluate impacts of training and networking initiatives and utilise monitoring and evaluation findings to inform improvements in training and networking initiatives.			x		As per Secretariat reports				
1.2.7. Carry out a training needs analysis (TNA) every two years to ensure training and networking opportunities provided remain relevant to the needs of members and business community.				x	TNA report			10,000	consultation, survey, TA cost (if needed)
1.2.8. Facilitate required accreditation of the Chamber's training programs.	x	x	x	x	Accreditation information/ records			20,000	consultation, design, accreditation costs
SO 1.3. Enhance institutional capacity of the Secretariat.									
1.3.1. Strengthen human resources capacity.									
1.3.1.1. Implement the proposed organisational structure to ensure the Secretariat is staffed with the right people with the required skills to perform its roles and that all core positions are filled/occupied.	x	x	x	x	HR Reports to Executive Council.	Secretariat, EC to provide input, review and endorsement	Members and partners.		
1.3.1.2. Provide trainings and other capacity development initiatives for Secretariat staff and Council members based on identified capacity needs and gaps in development areas of the Chamber.	x	x	x	x	Reports to Executive Council			20,000	Training and capacity development costs
1.3.2. Strengthen financial capacity.									
1.3.2.1. Explore possible chamber models for the SCCI considering pros and cons and what is suitable for the local context.	x	x	x	x	Reports to Executive Council	Secretariat, EC to provide input, review and endorsement	Members and partners.	10,000	implementation costs
1.3.2.2. Develop and implement a financial strategy for the Chamber addressing financial sustainability issues.	x	x	x	x	Financial strategy endorsed and implemented.			10,000	consultation, TA cost (if needed)
1.3.2.3. As part of 1.3.2.2, develop and implement revenue diversification initiatives including tiered membership model, develop fee-for-service products, and systematise sponsorship packages.	x	x	x	x	Reports to Executive Council				
1.3.3. Strengthen policy, governance and operational systems.									
1.3.3.1. Ensure all required policies, procedures and guidelines (and are consolidated as manuals) covering all functional, service and work areas of the Chamber are in place and are up to date.	x	x			As per policy documents of the SCCI	Secretariat, EC to provide input, review and endorsement	Members and partners.	10,000	consultation, TA cost (if needed)
1.3.3.2. As part of 1.3.3.1, conduct a full review of the Constitution to ensure it is up to date and to reflect the needed key organisational reforms/changes.	x	x			Revised Constitution			10,000	consultation, TA cost (if needed)

1.3.3.3. Ensure operational systems, technologies and tools are in place and remain up to date.					Reports to Executive Council				
1.3.4. Strengthen planning capacity.									
1.3.4.1. Ensure the SCCI has an annual planning and budgetary processes in place and are operational.			x	x	Annual plan and budget published	Secretariat, EC to provide input, review and endorsement	Members and partners.		
1.3.4.2. Ensure implementation of the strategic plan through integrated annual planning, budget, monitoring and evaluation processes as well as through programs and projects design and implementation.	x	x	x	x	Implementation, M&E reports			10,000	M&E costs
1.3.5. Strengthen program and project management and implementation capacity.									
1.3.5.1. Active the program management unit (PMU) as per revised organisational structure.	x	x	x	x	Reports of the PMU to Executive Council	Secretariat, EC to provide input, review and endorsement	Members and partners.		
1.3.5.2. Seek diversified project funding addressing current, emerging and cross-cutting issues (climate change, GEDSI, digital transformation, and key areas of private sector and business development) through membership services and engagement.	x	x	x	x	Reports to Executive Council			60,000	estimated project funding to be sought and made available
1.3.5.3. Strengthen effective and efficient project/program management, implementation, monitoring and evaluation.	x	x	x	x	Reports to Executive Council			-	costs covered under 1.3.5.2
Indicative Budget								**304,000**	
Strategic outcome 2: Pro-private sector policy outcomes enhanced.									
SO 2.1. Ensure effective and strategic representation on key government bodies and policy making processes.									
2.1.1. Maintain active and effective representation and seek additional representation as needed to ensure the voice of the private sector is provided on all key national policy issues impacting on them.	x	x	x	x	Reports to Executive Council	Secretariat, EC to provide input, review and endorsement	Members and partners.	10,000	administrative costs
2.1.2. Establish MOUs with government agencies to clearly outline nature and scope of the SCCI representations, engagement, involvement, partnerships and service delivery provisions in light of public policy and development initiatives for the private sector.	x	x	x	x	Number and scope of MOUs signed and executed			10,000	administrative costs
2.1.3. Seek regular feedback from government on how the SCCI can improve its contribution to policy making processes through its representation.	x	x	x	x	Reports to Executive Council			10,000	implementation costs
SO 2.2. Strengthen advocacy and policy submissions on key national issues affecting private sector development.									
2.2.1. Ensure ongoing engagement with government, through regular meetings/forums such as: - 'State of the Nation' meeting with PM - Business Luncheon (of SCCI, government and key partners) - Pre/Post Budget Breakfast Dialogue. - Follow-up meetings with key government agencies such as Ministers/CEO of Finance and MCIL, and with others as identified. - Investment Forum - etc	x	x	x	x	Reports to Executive Council	Secretariat, EC to provide input, review and endorsement	Members and partners.	10,000	administrative costs
2.2.2. Ensure proper preparation of policy submissions informed by research, consultation, analysis, and expert inputs.	x	x	x	x	Number of policy submissions			20,000	implementation costs
2.2.3. Ensure follow ups on advocacy and submissions and monitor policy impacts.	x	x	x	x	Reports to Executive Council			-	
SO 2.3. Strengthen data collection, research and analysis for improved advocacy and evidence-based policy submissions.									

2.3.1. Ensure full capacity of using Qualtrics.	x	x	x	x	Reports to Executive Council	Secretariat, EC to provide input, review and endorsement	Members and partners.	40,000	administrative costs
2.3.2. Strengthen research and analytical capacity.	x	x	x	x	Reports to Executive Council			20,000	implementation costs
2.3.3. Establish MOU with Samoa Bureau of Statistics (SBS) to facilitate shared research, data collection and data usage.			x	x	MOU signed and executed			10,000	administrative costs
2.3.4. Improve records keeping as well as information and knowledge management.	x	x	x	x	Reports to Executive Council			10,000	implementation costs
SO 2.4. Provide an improved unified voice for the private sector.									
2.4.1. Conduct an annual compilation of all PSOs issues utilising think tanks, surveys and other methods.			x		Reports to Executive Council	Secretariat, EC to provide input, review and endorsement	Members and partners.	10,000	implementation costs
2.4.2. Ensure a unified voice for the private sector is reflected in advocacy and policy submissions.	x	x	x	x	As reflected in submissions made			10,000	implementation costs
2.4.3. Provide feedback to members on how their collective voice is presented on policy issues including the impacts of their voice.				x	Reports to Executive Council			10,000	implementation costs
2.4.4. Seek diversified project funding to support and enable SCCI to influence pro-private sector policy outcomes.	x	x	x	x	Reports to Executive Council			140,000	estimated project funding to be sought and made available
Indicative Budget								**310,000**	
Strategic outcome 3: Connected and collaborative business ecosystem fostered									
SO 3.1. Foster strategic partnerships with key stakeholders.									
3.1.1. Strengthen collaboration with other chambers, at the regional and international levels.	x				Reports to Executive Council	Secretariat, EC to provide input, review and endorsement	Members and partners.	10,000	administrative costs.
3.1.2. Strengthen collaboration with other PSOs, key stakeholders and development partners, including partnerships between and amongst PSOs and businesses.		x	x	x	Reports to Executive Council			10,000	administrative costs.
3.1.3. Revive the 'Business Awards' Initiative.				x	Reports to Executive Council			20,000	implementation costs
SO 3.2. Build sector wide discussions on key issues and challenges concerning business.									
3.2.1. Facilitate the conducting of key events such as the Trade Fair and 2 Samoa Talks.	x	x	x	x	Reports to Executive Council	Secretariat, EC to provide input, review and endorsement	Members and partners.	10,000	implementation costs
3.2.2. Hold think tanks and sector forums to deliberate on sector/industry issues and challenges as well as proposed solutions and actions.				x	Think tank reports/submissions			10,000	implementation costs
3.2.3. Commission independent research tasks/surveys to seek honest/frank views of the wider private sector on key issues, challenges and needed solutions and actions.	x	x	x	x	Research/survey reports			10,000	implementation costs
3.2.4. Utilise social media and other digital platforms to facilitate wide discussions and feedback on issues and challenges concerning businesses.		x	x		As per social media and digital platforms of the SCCI			10,000	implementation costs
SO 3.3. Promote innovation and digital transformation.									
3.3.1. Revive youth programs - internships, e-youth hub, co-labs, accelerator, mentoring (e.g. humming bird and MDF), etc.	x	x	x	x	Reports to Executive Council	Secretariat, EC to provide input, review	Members and partners.	40,000	administrative costs
3.3.2. Collaborate with other PSOs and key stakeholders on the establishment of a business incubator in Samoa.	x	x	x	x	Reports to Executive Council			10,000	administrative costs

3.3.3. Facilitate the adoption of key innovation and digital transformation through member and stakeholder engagement and project/program design and implementation.	x	x	x	x	Reports to Executive Council	and endorsement		10,000	administrative costs
3.3.4. Consider establishment of a business accelerating program	x	x	x	x	Program considered, designed and in progress			20,000	implementation costs
SO 3.4. Facilitate investment opportunities, including targeting the diaspora.									
3.4.1. Facilitate a climate for positive dialogue and interests of members and stakeholders on potential key investment opportunities for Samoa.		x	x		Reports to Executive Council	Secretariat, EC to provide input, review and endorsement	Members and partners.	10,000	administrative costs.
3.4.2. Collaborate with members, government and other key stakeholders on how to encourage investment opportunities in Samoa.	x	x	x	x	Reports to Executive Council			10,000	administrative costs
3.4.3. Identify and facilitate initiatives and opportunities for fostering investments of the diaspora.	x	x	x	x	Reports to Executive Council			10,000	administrative costs
3.4.4. Hire influencers to send out key messages regarding investment opportunities.	x	x	x	x	Reports to Executive Council and media messages			10,000	Implementation costs
3.4.5. Seek project funding to support SCCI's initiatives facilitating investment opportunities.	x	x	x	x	Reports to Executive Council			140,000	estimated project funding to be sought and made available
Indicative Budget								**340,000**	
Total Budget								**954,000**	

F. Financial Projections - first year of the Operational Plan (2026–2027)

Cash Flow Forecast - July 2026 to June 2027												
	July	**August**	**September**	**October**	**November**	**December**	**January**	**February**	**March**	**April**	**May**	**June**
Opening Cash Balance	*346,779*	*341,248*	*1,018,857*	*930,006*	*926,356*	*890,265*	*485,473*	*445,946*	*440,677*	*405,561*	*411,430*	*371,189*
RECEIPTS												
NZ Aid - SKIA	-	13,000	-	13,000	-	13,000	-	-	20,003	13,000	-	13,000
BLP	18,750	-	-	18,750	-		-	31,476	-	18,750	-	-
MDF Project	15,000	-	-	-	-	-	-	-	-	-	-	-
Government Grant		150,000										
Subscription	-	550,000	-	-	-	-	-	-	-	-	-	-
Donations & Sponsorships	2,000	2,000	2,000	2,000	2,000	2,000	20,350	6,250	8,700	9,350	9,700	2,450
Other income	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash to be collected	-	-	-	-	2,000	-	-	593	-	5,000	-	-
	35,750	715,000	2,000	33,750	4,000	15,000	20,350	38,319	28,703	46,100	9,700	15,450
PAYMENTS												
ACC												
Audit fee	447	447	447	447	447	447	678	355	447	447	447	447
Donations & Sponsorships	-	-	-	-	-	-	-	-	5,175	-	-	-
PAYE	-	-	-	-	-	-	-	-	-	-	-	-
SNPF	4,247	4,247	4,247	4,247	4,247	4,247	7,011	3,365	4,247	4,247	4,247	4,247
NZ Aid - SKIA	8,535	5,785	5,785	5,785	5,785	5,785	7,424	3,550	4,473	5,785	7,575	5,785
BLP	4,232	4,232	4,232	4,232	4,232	4,232	3,829	4,960	3,387	4,532	4,232	4,232
Bank fees	500	500	500	500	500	500	-	1,367	500	500	500	500
Business Awards	5	5	5	5	5	5	5	5	5	5	5	5
Office machines (new computers)	-	-	50,000	-	-	-	-	-	-	-	-	-
Rent	-	-	-	-	-	-	-	-	5,000.00	-	-	-
Personnel cost	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Staff annual bonus	15,657	15,657	15,657	15,657	15,657	15,657	12,430	12,430	15,657	15,657	15,657	15,657
Meeting expense	-	-	-	-	-	-	-	-	15,000	-	-	-
Electricity (Cash power)	-	-	-				-		-	-	-	-
Repairs & maintenance	1,000	500	1,000	500	1,000	500	500	500	1,000	500	1,000	500
Consulting & accounting	400	-	-	-	400	-	-	-	400	-	-	-
Accommodation	-	-	-	-	-	-	-	-	-	-	-	-
Subscription	-	-	-	-	-	-	-	-	-	2,500	-	-
Insurance	-	-	-	-	1,800	-	13,969	-	-	-	-	-
Internet	-	-	-	-	-	-	3,132	-	-	-	-	-

Telephone	249	249	249	249	249	249	498	1,517	249	249	249	249
Motor vehicle	359	130	130	130	130	130	483	130	130	130	130	130
Printing & stationeries	100	100	600	100	100	100	498	354	100	100	600	100
Office Supplies	200	240	200	200	240	200	206	805	250	230	10,000	210
Survey Costs	350	300	300	350	300	300	148	5,775	300	350	300	300
Travel allowance	-	-	-	-	-	-	-	3,475	-	-	-	-
Total expenses to be paid	-	-	2,500	-	-	2,500	4,065	-	2,500	-	-	2,500
Cash Balance @ end	41,280	37,391	90,851	37,401	40,091	39,851	59,877	43,588	63,819	40,231	49,941	39,861